

14 DEC 1978

OGC Has Reviewed

STATINTL MEMORANDUM FOR: [REDACTED] Special
Assistant to the DDCI

VIA: Deputy Director for Administration

FROM: James H. McDonald
Director of Logistics

SUBJECT: Inspector General's Survey of
the Office of Logistics

The Inspector General's Survey of the Office of Logistics contained two recommendations of particular interest to the DDCI. The first covered the volume and form of printing and graphics produced by the Agency Printing Plant, and the other concerned centralized graphics and visual aid production. Based on our recent discussion, it is my understanding that you will discuss these recommendations with the DDCI and determine what action, if any, is to be taken. Enclosed for your information are copies of pertinent portions of the I.G. Survey and the OL response covering these recommendations.

[REDACTED]

James H. McDonald

STATINTL

Attachments

Distribution:

Orig - Adse w/atts
1 - ER w/atts
✓ 1 - DDA w/atts
1 - D/L Official w/atts
1 - D/L Chrono w/o atts
1 - EO/OL Chrono w/atts

OL 8-5554

13 September 1978

MEMORANDUM FOR: Director of Central Intelligence
VIA: Deputy Director of Central Intelligence
FROM: John H. Waller
Inspector General
SUBJECT: Inspector General's Survey, Office of
Logistics, Directorate of Administration

EXCERPT

At present, the division is printing approximately 5,000 finished pages of text each month for a variety of CIA customers (primarily IIFAC). Given technological breakthroughs which have been achieved in the past year, illustrated by the Electronic Text Editing Composition System (ETECS), now reaching its final phase of installation, the division estimates that it will be able to produce 10,000 finished pages of text by mid-1979. Whether this staggering capability to produce such a volume of printed paper is warranted or necessary is a matter meriting careful study. As in the case of the use of copier machines, we are also aware that in proposing such a study we are dealing with a matter of long concern which has been addressed in the past.

Recommendation 25: That the Deputy Director of Central Intelligence create an ad hoc group to examine the volume and value of intelligence information and graphics now being printed and bound by Agency printing plants in order to

determine whether elimination or reduction of some of these materials might be made without denying essential information to intelligence customers and the community.

Graphics and Visual Aids Staff

A small Graphics and Visual Aids Staff of the P&PD performs a variety of work for Agency customers. We note that other small graphics and visual aids units also exist separately in the Agency, including one in the Office of Training and another in the Office of Information Management. That consolidation of these units is in order.

Recommendation 26: That the Deputy Director for Administration study the possibility of amalgamating the separate graphics and visual aids units in the Agency with the aim of consolidating them into the Graphics and Visual Aids Staff of the Printing and Photography Division, to derive the benefits of the talents of the now dispersed units and to save money.

56 NOV 1978

MEMORANDUM FOR: Inspector General

VIA: Deputy Director for Administration

FROM: James H. McDonald
Director of Logistics

SUBJECT: Inspector General's Survey, Office of
Logistics, Directorate of Administration,
dated August 1978 (U)

EXCERPT

Recommendation No. 25 (Page 124): That the Deputy Director of Central Intelligence create an ad hoc group to examine the volume and form of intelligence information and graphics now being printed and bound by Agency printing plants, in order to determine whether elimination or reduction of some of these materials might be made without denying essential information to intelligence customers and the Community.

Comments/Action: While the thrust of this Recommendation is not clear, the question of "volume and form of intelligence information and graphics now being printed . . ." is not within the purview of the Office of Logistics. This responsibility relates to customer requirements and overall Agency policy. The D/L provided a copy of and discussed this Recommendation with the Special Assistant to the DDCI, who advised that he would, in turn, discuss the issue with the DDCI and determine any action to be taken.

Recommendation No. 26 (Page 125): That the Deputy Director for Administration study the possibility of amalgamating the separate graphics and visual aids units in the Agency, with the aim of concentrating them into the Graphics and Visual Aids Staff of P&PD, to derive the benefits of the talents of the now-dispersed units and to save money.

Comment/Action: This Recommendation, as was an AG station or micrographics consolidation, is not a new consideration. R&PD, in coordination with other Agency components, did an in-depth analysis of Agency components, and concluded that some level of decentralization was necessary to meet the specific and peculiar requirements of those specialized components. The DDA is aware of this study effort. We believe that the decentralized graphics facilities provide the most efficient and effective service for Agency components.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Inspector General's Survey of
the Office of Logistics

FROM:

James H. McDonald
Director of Logistics

EXTENSION

NO.

OL 8-5554

DATE

4 DEC 1978

STAT

TO: (Officer designation, room number, and building)

DATE

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FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment and show from whom. Draw a line across column after each comment.)

1. DDA
7D24, Headquarters

2.

3.

Special Assistant
to the DDCI, 7E12, Hqs.

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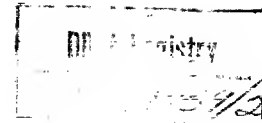
15.

Data on the centralized
graphics and visual aids
production is provided at
the request of

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30 NOV 1978

MEMORANDUM FOR: Inspector General

VIA: Deputy Director for Administration

FROM: James H. McDonald
Director of Logistics

SUBJECT: Inspector General's Survey, Office of
Logistics, Directorate of Administration, [redacted] 25X1
dated August 1978

REFERENCES:

- a. Memo dtd 13 Sept 1978 to DCI fm the
IG, same subj (IG 78-1656, OL 8-4278)
- b. Memo dtd Oct 1978 to DCI fm D/L,
same subj (OL 8-4538)

25X1

1. [redacted] Supplementing reference b, interim comments on personnel-related matters, attached are specific comments or actions taken or scheduled on the 32 recommendations presented in the subject report. Comments or actions planned/taken on the suggestions of the report are also included, inasmuch as many of these suggestions were included in an Executive Summary attached to reference a (neither the Executive Summary nor the covering memo were reviewed with Logistics prior to release).

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2. [redacted] It should be noted the statement in reference a, "The Director of Logistics . . . has accepted the recommendations" is misleading. The main purpose of the joint review of the draft report with the IG team leader was to correct factual errors, primarily numerical, and to negotiate deletion of one specific recommendation - a recommendation considered to be based on incomplete/inaccurate information and to be unfairly career-jeopardizing to a senior, intermediate OL manager. It was OL's belief that the statement, in referent, that "(D/L's) comments are appended" was, in fact, the way the process would occur. Perhaps OL's statement in a memo of 14 August regarding further comments was misconstrued as a waiver of commentary

Unclassified when

removed. Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

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SUBJECT: Inspector General's Survey, Office of
Logistics, Directorate of Administration,
dated August 1978 []

25X1

on the formal submittal. This was not the intended case. It is OL's opinion that comments in the Executive Summary, such as, "(OL) is beset with problems" and ". . . OL employees feel that panel findings are ignored and tinkered with by management," are significant overstatements, particularly taken out of context of the body of the report. (For example, OL management was "highly competent" in the draft report but reduced to merely "competent" in the Executive Summary; likewise, the introductory qualifier, "Like any organization its size," was deleted from the Executive Summary's "beset with problems" statement.) Had OL correctly interpreted IG requests for draft commentary, OL would have appended vigorous responses to these interpretations by the IG team for concurrent circulation to higher management. OL now has done so in attached. Further to the above, these statements were not strongly contested during oral review of the draft because they represented the perceptions of the team and, as stated previously, OL utilized the draft review process to correct factual errors only and fully expected to provide concurrent, detailed comments with formal issuance of the report.

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3. [] The effort of the IG team is recognized and appreciated. An external view of a large, centralized, technical support office by a team of career operations officers permits a different perspective of value to management. The perceptions of employees as elicited by a visiting IG team are also valuable when taken in context and compared with perceptions of employees in similar organizations.

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4. [] In sum, OL's concept of the survey, perhaps mistakenly, was to encourage an uncontested summary of Team perceptions to which OL would append its comments for review by higher management. It was considered that this approach permitted external analysis and unfiltered employee feedback which, when counterbalanced with line management rationale, would result in improvement to office management techniques. In consideration of all of the foregoing, it would be appreciated if OL's detailed comments in attached could also be forwarded to the DCI as an appendix to the IG Survey report.

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[]
James H. McDonald

Att

cc: DDA, w/att

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ROUTING AND RECORD SHEET

SUBJECT: (Optional) Inspector General's Survey, Office of Logistics,
 Directorate of Administration, dated August 1978 (U)

FROM: James H. McDonald
 Director of Logistics

EXTENSION NO. [redacted]
 DATE 30 NOV 1978

STAT

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. DDA 7D24, Headquarters	6 DEC 1978			
2.				
3. IG 6E08, Headquarters				
4.				
5.				
6.				

"To 3
"John,
"I ordinarily do not take positions on I.G. reports--they speak for themselves.
"The extensiveness of the O/L comments on this particular survey does raise questions in my mind. It would appear that perceptions & not facts, motivated a fair number of the I.G. recommendations. I urge you to read carefully the rather long, but proper, O/L response Very simply stated, I think there is something wrong here.
/s/Jack Blake"

Distribution:
Orig RS - IG w/Orig Att (DDA 78-2859/2)
1 - DDA Subj w/cy of Att
1 - DDA Chrono
1 - JFB Chrono

Att: Memo dtd 30 Nov 78 to IG via DDA fr D/Log,
subj: IG's Survey, Office of Logistics,
Directorate of Administration, dated August 1978

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Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

OFFICE OF LOGISTICS COMMENTS AND ACTIONS TAKEN
ON RECOMMENDATIONS AND SUGGESTIONS CONTAINED IN
INSPECTOR GENERAL'S SURVEY, AUGUST 1978

November 1978

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

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I. INTRODUCTION:

A. Format of Response:

25X1 [] The Office of Logistics (OL) comments or actions, planned or taken, are generally directed toward specific Recommendations and Suggestions as delineated in the IG Report proper. With the following exception, Recommendations and Suggestions are addressed as they appear sequentially in the IG Survey of OL organizational components. For convenience, Suggestions are also numbered in sequential order, and total 38; Recommendations total 32. As referenced in OL's covering memorandum to this response, OL provided an interim response to the DCI addressing personnel Recommendations/Suggestions of the Inspector General (IG) Executive Summary. The Executive Summary was believed to require immediate response because of negative connotations and the possibility of misinterpretation and precipitous action. This interim response, slightly modified, is included in its entirety as Section II below.

B. Functional Overview:

1. General:

25X1 [] OL has perhaps the broadest functional responsibilities and certainly the widest range of professional/technical disciplines and trades within the Agency. As noted in the IG Report, OL has worldwide responsibilities; its number of careerists approxima [] cited in the report). The OL direct budget [] property expenditures account for another [] components, decentralized contracting teams, and assigned Logistics Generalists are involved in the expenditure of the major portion of the remainder of the Agency's non-personal services funds. Personnel backgrounds range from blue-collar laborers and clericals through highly specialized technicians (including unionized employees) to professionals in a multitude of administrative and engineering disciplines.

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2. Environmental Trends:

25X1 [] A number of factors - new legislation, Agency investigations, and cessation of Southeast Asia hostilities, for example - have combined to change OL's operating environment significantly within recent years. OL management is aware of trends and is adjusting where possible, although bureaucratic restraints, such as budgetary ceilings on personnel

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and funds, preclude adjustments in many areas. Any analysis of OL's effectiveness should be considered in context with the external factors cited below.

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a. [] OL's available positions overseas have decreased strikingly, from [] to just []. Absorption of these personnel has had OL in a surplus position for some years, surplus in lower grade generalists despite offsets from being below strength in hard-to-recruit engineers and contract professionals. In recent years, notably the last two budget exercises, OL's base (adjusted for inflation) non-personal services funds have decreased.

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b. [] Coupled with the drawdown of overseas personnel has been a shift in volume of activity from overseas support to Headquarters services, particularly contract negotiation, printing and photography, and general services in the Metropolitan Washington Area (MWA). Security requirements have necessitated personnel increases (15 couriers, 5 Security Officers, and 2 part-time clericals), which are being met by exceeding ceiling. As is obvious, personnel overages against declining ceilings, but increased responsibilities, sharply restricts management options, with resultant employee perceptions of inequity.

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c. [] There has been a quantum increase in responses required to external elements such as Congressional Committees, regulatory agencies, local government, or FOIA/PA requests. It is felt in increased staff workloads in all functions, but principally in procurement and facilities management because of compliance with Federal procurement policy and environmental, energy, and facilities-related guidelines.

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d. [] Significant increases in automation have resulted not only from cost-effectiveness requirements stemming from personnel ceilings but also increased reporting requirements and the necessity to interface with internal automated systems, e.g., General Accounting System.

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e. [] Reliance on external supporting agencies has increased primarily because of legislation, as in the case with General Services Administration (GSA) facilities and computer acquisition support, although more stringent internal interpretation of CIA's legislation is also a factor.

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II. CONSOLIDATED COMMENTARY (INTERIM):

As noted above, OL provided an interim response on 3 October 1978, primarily addressing general personnel management, to include career counseling, allocation, rotation, vacancy notices, and training. This document is reproduced in this section with minor adjustments to reflect changes between the draft and final reports, plus limited additions to consolidate related topics. This section addresses Recommendations 2, 4, 5, 6, 7, 12, 14, 15, 17, and 18 and Suggestions 6, 7, 8, 9, 10, 13, and 16.

1. The Executive Summary of the IG report (page 4) states that, although the inspectors were assured by the Personnel and Training Staff, OL, that most OL personnel see the panel system as fair and efficient, IG interviews failed to support this assertion and that OL employees feel the panel findings are ignored or tinkered with by management.

2. A simplistic, albeit in our opinion one with merit, response to this charge is, given an annual promotion rate of about 20 percent of our careerists, those who don't get promoted are bound to be disappointed in the "system." Hence, there is a population of some 80 percent who may be unhappy, and we suspect that the majority of these individuals prefer to rationalize their lack of promotion to shortcomings in the system rather than their own performance and the competition of their peers.

3. Nevertheless, the facts of the situation (as suspected by the IG inspectors) clearly dispute the charge that panel findings are "to a considerable extent ignored by OL management."

a. Historically, the OL career panel structure was established on a functional basis to serve in an advisory capacity to our division chiefs, the Logistics Career Board (LCB), and the Director of Logistics (D/L). Panel membership consisted of mid-level officers (at least two grades higher than those being ranked), and senior line management was precluded from serving on the panels.

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b. Senior line management input to the promotion system was effected by their comments on panel rankings during the promotion meetings of the LCB, which comprised the senior managers in OL (i.e., division and staff chiefs). The LCB responsibility was to meld the recommendations of the five functional panels (making note of division chiefs' comments) and prepare the final rankings for the approval of the D/L.

c. As suggested in the IG report (Suggestion 6, page 21), we have prepared a statistical analysis of panel rankings and promotion actions over the past three years and published the results for all OL careerists information (Tab A attached). This analysis points out that, although the panels served only in an advisory capacity,

[redacted] is promoted during this three-year period were recommended by the panels; the remaining [redacted] percent) promotions were made as a result of the LCB recommendations in its capacity as the senior board for promotions of Logistics careerists.

d. We feel that Logistics management has made every reasonable effort to communicate and publicize the mechanics and procedures of our personnel management system. It is a major subject at our annual Logistics conference, at our bimonthly RAP sessions with junior employees, at our quarterly meetings with OL officers assigned outside the main Office of Logistics, at management seminars with our mid-level professionals, and the subject of numerous Logistics instructions and memoranda. That in spite of all of these efforts misconceptions continue to exist among our employees is indeed baffling. Nevertheless, we shall continue to expand our communications and instructions in these areas in an effort to overcome the perennial problem of making the horse drink after he has been led to water.

4. The IG Executive Summary also made reference to two recommendations concerning career counseling. Our actions on these items are as follows:

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Recommendation 4: That the Director of Logistics reissue an updated version of Logistics Instruction (LI) 20-24 with an introductory acknowledgement of employee concern about lack of career counseling and that this LI be circulated once yearly to all OL personnel.

Action Completed: We have updated and reissued LI 20-24 (2 December 1974) as LI 20-31, dated 15 August 1978, with a covering memo from the Director of Logistics acknowledging employee concern about a perceived lack of career counseling. As you will note, the covering memo from the D/L reviews actions undertaken during the past two years to improve our career counseling program, all of which required considerable time and effort and are indicative of OL management's long-standing commitment to career counseling. These issuances are attached as Tab B.

Recommendation 5: That the Director of Logistics remind all supervisors of their career counseling responsibility and include in fitness reports, where applicable, appropriate comment on supervisor compliance with this important duty.

Action Completed: On 23 August 1978, we published LI 20-32, subject: OL Career Counseling Guidelines for Career Board and Panel Members and Branch Level and Above Supervisors. This instruction replaces previous guidelines of February 1976 and was issued with a covering memorandum emphasizing supervisors' counseling responsibilities and establishing dates for a series of seminars to be chaired by the Deputy Director of Logistics. These issuances are attached as Tab C.

5. There are eight separate recommendations and two suggestions for increasing the numbers of positions in our procurement and industrial security functions or reducing personnel turnover rates in these functions (i.e., Recommendations 2, 6, 7, 12, 14, 15, 17, and 18; Suggestions 13 and 16). Logistics management has been cognizant of the need for more staffing, particularly in the procurement function, for several years.

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We have unsuccessfully requested increases in our last three budget submittals; in the interim, we have permitted Procurement Division and Procurement Management Staff to operate overceiling by as many as five individuals for the past two years. It appears that we will be unsuccessful in obtaining new positions in the foreseeable future, as OL must remain at current ceiling in FY 79 and take a cut of 10 positions in FY 80. In the interim, we are taking small steps to reallocate manpower within existing ceiling and have been given permission by the DDA to go overceiling by five positions for our industrial security program (in addition to 15 overceiling already aboard for security aspects of our Agency courier functions). We have just recently augmented our Procurement Management Staff by reallocating a GS-15 from our Plans and Programs Staff. Although we see no easy or early solution to providing optimum staffing for our procurement and industrial security programs, we will make every possible effort through internal reprogramming to provide the minimal essential staffing.

6. With regard to churning or high turnover rates, the identified shortage of personnel is the major contributing factor. OL considers it essential to man new, high-level collection programs and to provide personnel to meet active requirements in direct support of intelligence operations. Given a relatively small staff and a shortage of qualified personnel per se, a high rotation rate will result. Management is aware of and concerned about the problem but, barring ceiling increases or recruitment successes, it is expected that a higher than average turnover rate will continue.

7. In regards to the IG's suggestions on vacancy notices (pages 23-24) and training (page 26), our comments are as follows:

a. Vacancy Notices - Suggestions No. 7 and No. 8: We intend to continue the practice of circulating vacancy notices for all our overseas positions ensuring that procedures used in distributing the notices are structured

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so that all Logistics careerists have an opportunity to respond. We will continue the policy of relying on the panels and the Logistics Career Board to identify candidates for assignments to professional positions in OL. We shall emphasize that the panels and Board consider all individuals at a particular grade level in filling each professional position to ensure that the best qualified candidate is selected.

b. Training - Suggestions No. 9 and No. 10: We shall continue to emphasize our internal and external training programs and again reiterate Logistics policy that only the D/L can turn down a job-related training request. We have budgeted \$75,000 for training in FY 79 and requested \$80,000 in our FY 80 Program Call in an effort to maintain the momentum and commitment to professional training for our Logistics careerists. It should be noted that OL training fund levels in FY 78 were arbitrarily reduced by management action resulting from Congressional guidelines. Further, prior to the IG recommendation, OL had already circulated an all employee notice reiterating the policy that only the D/L could turn down a training request.

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III. SEQUENTIAL COMMENTARY:

A. ☐ Office of the Director of Logistics (Pages 7 and 8):

Suggestion No. 1: We found the OL management team somewhat isolated from the rank and file, and suggested that they circulate more to give their workers attention and recognition.

Commentary: The O/DL has long recognized isolation as a potential problem because of the large size of the career service ☐ and its wide geographical separation. To counter this perception, OL conducts the following: (1) an annual 3-day office conference averaging 125 attendees; (2) bimonthly "rap" sessions (averaging 20 employees - usually from lower grades) held in varying OL locations (recently including the Printing & Photography Building and the ☐); (3) quarterly meetings with decentralized OL personnel assigned to other components and (4) participation as speakers (all O/DL executives) in the Logistics Orientation Course given semi- or tri-annually to some ☐ students per class comprising all new OL employees and OL returnees from decentralized assignments. Additionally, at least one member of O/DL management invariably attends Honor & Merit Award ceremonies and most quasi-social, subcomponent functions (e.g., the CD and P&PD Christmas parties, reassignment/retirement parties, etc.). The principal issue is the trade-off between time devoted to employee recognition and attention and time required for essential management functions of planning, organizing, and controlling. Recognizing the judgmental nature of this trade-off, the OL Management Advisory Group has been tasked to also evaluate the degree of O/DL exposure and suggest ways to increase management/employee contact.

B. ☐ Budget & Fiscal Branch (Pages 9-11):

Suggestion No. 2: We . . . suggested they continue to speak out (about apparent abuses in expenditures).

Commentary: Certainly, concur. This is an encouraged practice, and the IG observation has been distributed to this branch. It is considered important to note here the IG statement, "We did not find any illegality in connection with expenditures"

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C. ☐ Records & Services Branch (Pages 12 and 13):

Suggestion No. 3: We suggested to the Executive Officer that he be more demonstrative in recognizing the existence and work of this . . . team

Commentary: OL basically concurs and efforts have been made to increase recognition. This is considered an issue similar to Suggestion No. 1.

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D. ☐ Systems Analysis Branch (Pages 14 and 15):

Suggestion No. 4: We suggest that, in the future, OL management ensure that pressure not be brought to bear on SAB to support preconceived solutions to ADP problems

Commentary: Concur. This is a primary reason for establishment of the Systems Analysis Branch and its organizational location directly under O/DL; i.e., to develop objective expertise in cost-effective analysis of projects which are part of the major OL trend toward automation. It was believed that SAB personnel understood this principle; however, as with Suggestion No. 2, the IG comments have been endorsed and passed to branch personnel.

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E. ☐ Security Staff (Pages 16-19):

Recommendation No. 1: That the Director of Logistics take steps to amend the section in the Federal Register which concerns the Logistics Security Clearance Records System so that it describes accurately the holdings in this system.

Commentary/Action: This recommendation was based upon retention of records on firms and individuals whose security clearances had lapsed. A review of these records against Staff requirements and against the permanent records retained in the Office of Security indicated that retention of these files in the Security Staff was not essential. Accordingly, these records are being destroyed, and Staff records are now in complete compliance with the Federal description.

Suggestion No. 5 (Page 18): We urge the Staff to formalize a plan to concentrate available man-hours on the approximately 100 companies involved in more sensitive projects.

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Commentary/Action Taken: Concur. One Hundred and nine companies have been identified as Category A (most sensitive) and are scheduled for at least annual inspections. Dependent upon resource availability, inspection frequency for these companies is projected to twice yearly.

Recommendation No. 3 (Page 19): That the Director of Logistics, in concert with the Director of Security, arrange for the Chief, Security Staff, to comment in Fitness Report attachments on the performance of Security Officers assigned to the procurement contracting teams.

Commentary/Action Taken: The final Task Force report on Industrial Contracts and Industrial Security contained a Recommendation (No. 4), "That the D/Security participate jointly with Agency procurement components . . . in preparing . . . for each Industrial Security Officer (ISO) . . . as part of the Fitness Report cycle, a written evaluation of his or her performance in carrying out security policy" Because of conflict between this recommendation and the IG recommendation, OL and OS have agreed that the Chief, SS/OL, will forward comments on ISO's for inclusion in the D/OS evaluation cited above.

25X1 F. ☐ Personnel and Training Staff (Pages 20-26):

All Recommendations (Nos. 4 and 5) and Suggestions (Nos. 6, 7, 8, 9 and 10) are covered in Section II.

25X1 G. ☐ Plans and Programs Staff (Pages 27-29):

No Recommendations or Suggestions.

25X1 H. ☐ Procurement Management Staff (Pages 30-35):

The only Recommendation (No. 6) was covered in Section II.

25X1 I. ☐ Not used.

J. ☐ OL Contract Teams (Pages 36-48):

Suggestion No. 11: We suggest that the Director of Logistics arrange with the Director, Office of Technical Service, for the assignment of additional office space to OTS contract personnel

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Suggestion No. 12: We suggest that the Director of Logistics ensure that the National Foreign Assessment Center (NFAC) contract team be given additional office space.

Comment/Action: Adequate working space is a major problem in the OTS location (2430 "E" Street complex) as well as in Headquarters. The Agency currently has a requirement for approximately 100,000 square feet of additional space in the MWA and a 2-year standing requirement with GSA for an additional external building to provide this space. While OL supposedly allocates office space, in fact, Agency space allocation is basically effected by Directorates within Directorate holdings. OTS space allocation within the 2430 "E" Street complex is a D/OTS function, particularly because OL can provide no additional space contiguous to the complex. NFAC has reallocated space, moving the contract team into very adequate quarters in 3D57 of the Headquarters building. OL will forward the IG comments to OTS, but with the proviso that it is unable to provide additional space at this time.

Recommendation No. 7 (Page 43):

Answered in Section II.

Recommendation No. 8 (Page 44): That the Deputy Director for Administration arrange to survey the Audit and Certification Division, Office of Finance, with a view to improving processing of payments to Agency contractors.

Comment/Action: This Recommendation has been discussed with the DDA who has directed D/OL and D/OF to establish a joint OF/OL MBO on improving the timeliness of contractor payments. This objective will be tracked at the DDA level in FY 1979.

Recommendation No. 9 (Page 45): That the Director of Logistics and the Director of Security arrange for the newly formed Industrial Security Branch of the Office of Security to make a company-by-company survey to determine which clearances are invalid for reasons of death, disability, departure from employment or other reasons, in order to arrive at an accurate listing of persons holding valid Agency clearances. Further, that at semiannual intervals, industrial clearance lists be checked with the companies concerned in order to update the names and numbers of those holding clearances.

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Comment: It is unclear as to what type clearances the IG is referring in his Recommendation. The report alludes to the "billet system," which would suggest that he is speaking of Special Access Approvals (SAA) for Sensitive Compartmented Information (SCI) and not Industrial Security Approvals (ISA). The majority of Agency-funded contracts requiring access to SCI material (principally SI/TKH) are under the cognizance of the Contract Teams' Industrial Security Officers (ISO) or the Chief, Security Management Staff, DDS&T. These officers have recently been very active in validating the Contractors' SCI requirements due to the hold down on granting additional SAAs. It has also been the practice of the OS/ISB Security Audit Teams to review the Contractors' SAAs in the course of their security audits. It has also come to our notice that there is an OS MBO for FY 1979 to conduct zero-based SCI approval reviews of 24 Contractor facilities. With respect to ISAs, it is the practice of the Logistics and Contract Team ISOs to review, during their Facility Security Inspections, the list of Contractor personnel currently approved for access. To conduct a semiannual check of Contractor clearance holdings (ISAs) is not possible with present resources.

Action: The Director of Logistics will instruct the Industrial Security Officers to revalidate the list of Contractor personnel who have been security approved by the Agency for access to SCI material where such access is required by Agency-funded contracts, on the occasion of their Industrial Facility Security inspection and to continue the practice of reviewing the list of Contractor ISAs. The Director of Logistics will provide OS/ISB with access to its Industrial Security Approval Record Index in support of their Industrial Security Audits.

Recommendation No. 10 (Page 46): That the Director of Logistics, in conjunction with the Director of Security, arrange for the formation of a small unit of Security personnel to visit the plants of selected Contractors to give security talks and guidance sessions to Contractor personnel handling Agency materials and documents, concentrating initially on Contractors whose security record is weak.

Comment/Action: In essence, the type of guidance recommended can be, and generally is, dispensed by the Industrial Security Officers on the occasion of their Facility Inspections. The formation of a special unit would dilute

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the personnel resources available to the Industrial Security Program. At the behest of the Office of Security, the Staff has prepared written guidance and instructions in the form of a letter to Contractors highlighting the type of deficiencies encountered by OS Audit Team inspections of Contractor facilities and generally encouraging them to review their security procedures and, where required, take remedial action. The letter program has been underway since May of this year, and letters have been sent to 38 Contractors to date.

Recommendation No. 11 (Page 48): That the Director of Logistics initiate a study of the present contract process, focused on possible discretionary elimination of detailed audits on firms being given contracts of less than \$100,000 if those firms have a history of prompt and reliable performance for the Agency.

Comments/Action: OL does believe there is merit in establishing a waiver of audit by exception at some dollar threshold; however, audit requirements are based on existing procurement law. Accordingly, OL is forwarding this Recommendation and supporting IG comments to Commercial Systems and Audit Division, OF, for comment and recommendations for appropriate OL action.

25X1 K. ☐ Procurement Division (Pages 49-59):

Recommendation No. 12 (Page 50):

Covered in Section II.

Recommendation No. 13 (Page 51): That the Director of Logistics review the recruitment procedures of the Procurement Division with a view to hiring persons with proven mechanical and technical abilities.

Comment: Recruitment of qualified professionals is correctly identified as an OL problem, particularly with technical/engineering backgrounds. In addition to a shortage of qualified procurement professionals, OL's Real Estate and Construction Division remains five to seven engineers below strength, despite a concentrated, multiyear effort. (An appeal to the U.S. military for assignment of engineers was rejected because they, too, are short of technically qualified personnel.) To recruit, then, qualified procurement personnel who also have technical skills is probably an unrealistic goal, although

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OL will certainly continue to seek these skills in the proper order of priority. A separate issue is involved, namely, whether a contract negotiator whose role is procurement law and contract administration should, by virtue of background, get involved in technical evaluation. The technical evaluation role has heretofore been clearly reserved for Technical Representatives who, by virtue of current education and experience, are best qualified to perform this function. Finally, OL identifies, in order of priority, the qualifications sought in its professionals. OL has had great difficulty recruiting qualified procurement officers versed in the multiple skills necessary for across-the-board contract negotiation/administration. While technical/mechanical abilities are admittedly beneficial, of necessity, these qualifications must be of lower priority when recruiting procurement professionals. Finally, the Office of Personnel has recruitment responsibilities based on requirements defined by the Office of Logistics.

Suggestion No. 14 (Page 51): We suggest that systematic career counseling be instituted for PD employees.

Comment/Action: Career counseling is covered in depth in Section II for Recommendations 4 and 5. Nevertheless, OL concurs that PD is an area for special consideration. The new Chief, PD, has scheduled each of his employees for private counseling services and will continue these on an annual basis. He also was OL's principal nominee for the next running of the Agency's Career Counseling Course. The course running has been deferred by the Office of Training, but C/PD will remain OL's principal nominee for the next running.

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Suggestion No. 16 (Page 54):

Covered in Section II.

Suggestion No. 17 (Page 55): We suggest that (competitive acquisition of Agency ADP systems) may merit special attention by Agency counterintelligence and security personnel.

Comment: OL considers this subject within the purview of the Office of Security, and has forwarded the Suggestion and supportive narrative to that office.

Recommendation No. 14 (Page 57):

Covered in Section II.

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Recommendation No. 17 (Page 64):

Covered in Section II.

Recommendation No. 18 (Page 65):

Covered in Section II.

M. Supply Division (SD) (Pages 66-77):

Recommendation No. 19 (Page 69): That the Director of Logistics arrange for the delivery of periodic summary

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reports of purchases by the Small Purchases Branch of the [redacted] to the Supply Management Branch (SMB) of the Supply Division in order to enable SMB to make informed decisions on whether to stock particular items.

Comment: SMB has completed a two-month review of items being requisitioned from SPB. This identified certain items that might possibly be considered for stock. The IG has correctly identified part of a larger problem - the correct identification, recording, and evaluation of all items being procured. SD has formed a task group reviewing ICS, and this will be one facet of that study.

Suggestion No. 28 (Page 70): It was suggested that occasional 1-day familiarization trips by SMB and SPB employees, each to the offices of the other, would be most helpful in overcoming the problem of lack of communication and understanding between these offices. We agree and suggest that the Chief, Supply Division, implement such a visitation policy.

Comment/Action: Personnel from SPB and the commodity teams of SMB have been encouraged to discuss their activities, and several visits between personnel of the respective branches have been exchanged.

Suggestion No. 21 (Page 74): In the area of loans and reimbursable sales to/from other Government agencies and/or individuals, there may be minor legal problems. We suggest that the Chief, SD, consult with the OL legal officers to ensure that such matters are handled properly.

Comment/Action: We are not sure what the term "minor legal problem" implies, but believe that it is directed to the fact that at the time of the IG inspection, we did not have documentation to support loans or reimbursable sales in all instances. We have since assigned two individuals, full time, to research this area, and the problem of missing documentation has been resolved. The problem of some Agency components failing to report adequately to IDSB has always been with us, and no amount of legislation will completely solve this problem. We do, however, have procedures that will, after the fact, identify those instances in which we have not been properly informed.

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Suggestion No. 22 (Page 76): We suggest that the Chief, Supply Division, reexamine the rationale for the present location of the identification function, with a view to making more effective use of personnel assigned to IIS.

Comment: The temporary overstaffing condition that existed in the Data Control Branch, Item Identification Section (DCB/IIS), during the recent IG inspection has been eliminated. It is now at its authorized ceiling of seven personnel.

It should be noted that the item identification function is performed in both IIS and Supply Management Branch (SMB):

(1) IIS has always had the identification responsibility for the more complicated items which are stocked by the Agency in support of repetitive requirements.

(2) SMB mainly performs those identification functions which are more specifically related to somewhat less complicated, and usually nonrepetitive items requisitioned and procured for direct delivery to users.

Management recognizes that all item identification could be performed in IIS, where the responsibility rested prior to March 1974 Supply Division reorganization. However, since requisitions would necessarily be logged out of SMB and passed to IIS for identification action, it is felt that the team concept regarding the continuous processing and control of requisitions would be damaged. This type fragmented processing would contribute to a constant and unacceptable backlog, as existed prior to the 1974 reorganization.

Suggestion No. 23 (Page 77): We suggest that some guidance from the DCI/DDCI level might be in order to curb appetites for nonstandard, deluxe items.

Comment: OL believes that the IG Team probably responded to its own suggestion with the comment ". . . we find no evidence that VIP demands are out of line in the Agency." Neither does OL management or appropriate action would have been taken. OL defers further consideration to Executive levels.

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25X1 N. [] (Pages 78-100):

Suggestion No. 24 (Page 81): Several employees felt that Supply Division personnel should be colocated. We brought this view to the attention of OL Management and suggested that an appropriate feasibility study be made.

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25X1 Comment: The subject of colocating the Supply Division personnel assigned to the [] with the [] [] personnel has been the subject of several studies, all of which came to the same conclusion - any benefits derived in improved efficiency would not justify the cost of creating additional office space in the []. Also, a serious problem is safety to personnel by colocating in the industrial atmosphere of []. In addition, the relocation would separate SD functions from elements of O/DL, General Counsel, Budget and Fiscal, OL Security, Procurement Division, and P&TS/OL. This proximity is considered of overriding importance.

Suggestion No. 25 (Page 84): We suggest that OL Management look into the possibility of using the industrial grinder, when it is installed, to destroy used aluminum alloy printing plates which P&PD now pays to have trucked to Baltimore for secure destruction.

Comment/Action: OL is continuing to evaluate commercial equipment for destruction of classified materiel at []. In fact, no fully satisfactory, operational unit has yet been located. Specifications for materiel to be destroyed will certainly encompass P&PD's aluminum plates.

25X1 Recommendation No. 20 (Page 87): That the Director of Logistics study the feasibility of training one or more employees at the [] in maintenance of fork lifts in order to save money and to insure more timely maintenance of these machines.

25X1 Comment/Action: As a result of this recommendation, a [] employee has been enrolled in a repair course sponsored by a fork lift manufacturer. In addition to his regular duties, the employee will be tasked with making minor repairs and to evaluate contractors' performance.

This action does not give the depot its own in-house fork lift maintenance capability, a recommendation also made during the last audit of the Supply Division. At that time, we rejected the recommendation because of current and anticipated personnel ceiling constraints and because of current OMB directives which encourage the utilization of commercial sources if such services are available.

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We are conducting a comparative cost analysis between current contractual expenses and the cost of an in-house capability. If the results of this study indicate excess contractual costs, we will explore the feasibility of re-allocating a position from another component to provide a full-time, in-house repair capability.

25X1 Recommendation No. 21 (Page 90): That the Director of Logistics request that Position Management and Compensation Division of the Office of Personnel examine positions AV68 and AV72 in the Freight Traffic Branch, ☐ with a view to upgrading these positions.

Comments: We concur with this recommendation and have requested a review by the Office of Personnel (OP). These positions were reviewed by the Position Management and Compensation Division, OP, in 1975, which reported then that the existing grades were proper. We agree, however, that a new review may be appropriate.

Suggestion No. 26 (Page 91): We suggest that the Office of Logistics issue a notice to logistics officers, including those attached to area divisions in the Directorate of Operations, urging them to give FTB maximum lead time arranging transportation, in an effort to cut costs.

Comment/Action: The problem of unrealistic deadlines and apparent excessive use of premium transportation modes has been with us for many years. It has been the subject of Logistics Notices and covered during Director of Logistics quarterly meetings with area logistics officers.

We will again make this a topic of the next Logistics Advisory Notice, as well as instructing our transportation officers to challenge to the maximum extent possible requests for premium transportation.

Recommendation No. 22 (Page 93): That the Director of Logistics have his Security Staff perform a security inspection of Agency-sterile purchasing practices of the Small Purchases Branch, ☐ with a view to insuring that purchases and deliveries are effected in a properly secure manner.

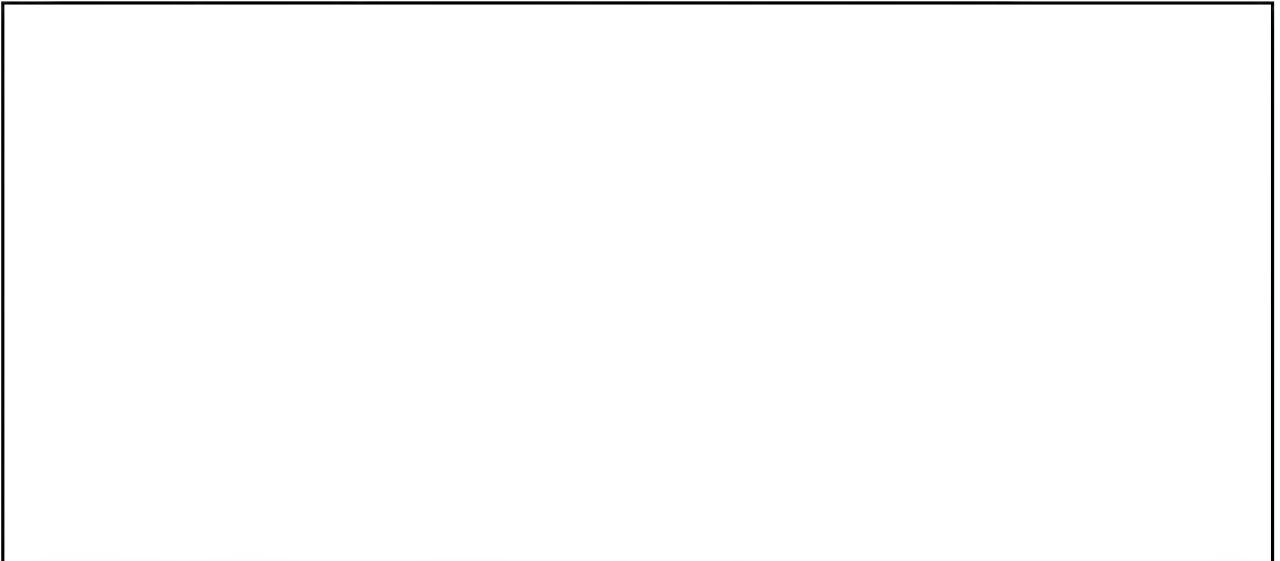
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Comment/Action: We do not agree that a security problem exists in the Agency-sterile purchasing practices of the Small Purchases Branch.

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Suggestion No. 27 (Page 94): We suggest that ☐ management undertake to train people in the labor force who come to the job without prior training before they began to work, and explore the use of military and commercial films as aids in such training.

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Comment/Action: ☐ management shares the concern for the safety of persons in the labor force. These individuals are trained in the use of fork lifts and other equipment before they are allowed to operate them. Safety shoes are issued, and their use is mandatory. In addition, they receive on-the-job training in the proper handling of material.

Training films concerning fork lift operation and safety are shown on a quarterly basis as a continuing part of the SD safety program. The ☐ Safety Officer, in conjunction with the Office of Security/Physical Safety Division, is constantly exploring military and commercial sources for new films relating to safety and welfare of Agency employees. Any appropriate films identified will be obtained and included in the existing training program.

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Real Estate and Construction Division (RECD)
Pages 106-113):

Suggestion No. 31 (Page 108): We suggest that division management discuss . . . further with its technicians . . . why advancement beyond GS-11 is so difficult.

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Comment/Action: Subsequent to the Survey, policy was approved (DDA and OP) permitting qualified GS-11 engineering technicians to be promoted in engineering slots. Two technicians have been promoted to GS-12, and the problem is considered resolved.

Suggestion No. 32 (Page 109): We would suggest that the division chief review future technician requirements periodically with the branch chiefs concerned.

Comment: Neither OL Management nor the division is clear as to the source of this suggestion. RECD's branch chiefs sit on its personnel panel (promotion, rotation, and recruitment), and their views have historically been solicited on all personnel matters. Nevertheless, RECD has an active Artificers Corps program developing future technicians from within and, if immediate full-time requirements are identified, will actively recruit externally.

25X1 Q. Logistics Services Division (LSD) (Pages 114-120):

Suggestion No. 33 (Page 119): We suggest that the Chief, LSD, arrange for the issuance of safety shoes to personnel of the Mail and Courier Branch whose duties involve the lifting and moving of heavy material.

Action: Issuance of safety shoes has been approved and is being implemented.

Recommendation No. 23 (Page 119): That the Director of Logistics examine the feasibility of sending at least one Agency automobile armoring technician to visit commercial armoring facilities, with a view to improving Agency armoring techniques.

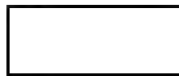
Comment/Action: The Office of Security, supplemented by OL personnel from the Technical Advisory Section of SD, has R&D responsibility for vehicle armoring. Agency vehicle armoring requirements and techniques are, of necessity, somewhat different from commercial and military practices. Commercial and military practices, both domestic and foreign, are continuously being reviewed by OS for potential technological improvements. OS has been requested to look for innovative installation techniques. If such are identified and are considered beneficial, an Agency armorer will be sent for appropriate observation/training.

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Printing and Photography Division (P&PD)
(Pages 121-130):

Recommendation No. 24 (Page 123): That the Office of the Comptroller, assisted by Systems Staff, P&PD, be tasked to look into the numbers and use of Agency copier machines, to recommend specific control mechanisms governing the purchase or rental of these copiers and to arrange for their most efficient use (e.g., copier centers) consonant with security.

Comments/Action: This Recommendation suggests that OL plays a more passive role in Agency copier management than is, in fact, the case. Currently, the P&PD automated copier management system develops utilization statistics which not only are forwarded to Operating Components, but are also analyzed internally. Copiers have been withdrawn or relocated based upon OL recommendations on cost-effective utilization. Copier procurements/leases are also internally scrutinized, and Operating Components have been required to provide detailed justification when lacking. In short, OL believes existing procedures are far stronger than indicated in this Recommendation, but defers to O/Comptroller if further study is considered desirable.

Recommendation No. 25 (Page 124): That the Deputy Director of Central Intelligence create an ad hoc group to examine the volume and form of intelligence information and graphics now being printed and bound by Agency printing plants, in order to determine whether elimination or reduction of some of these materials might be made without denying essential information to intelligence customers and the Community.

Comments/Action: While the thrust of this Recommendation is not clear, the question of "volume and form of intelligence information and graphics now being printed . . ." is not within the purview of the Office of Logistics. This responsibility relates to customer requirements and overall Agency policy. The D/L provided a copy of and discussed this Recommendation with the Special Assistant to the DDCI, who advised that he would, in turn, discuss the issue with the DDCI and determine any action to be taken.

Recommendation No. 26 (Page 125): That the Deputy Director for Administration study the possibility of amalgamating the separate graphics and visual aids units in the Agency, with the aim of concentrating them into the Graphics and Visual Aids Staff of P&PD, to derive the benefits of the talents of the now-dispersed units and to save money.

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Comment/Action: This Recommendation, as was an IG mention of micrographics consolidation, is not a new consideration. P&PD, in coordination with other Agency components, did an in-depth analysis of Agency components, and concluded that some level of decentralization was necessary to meet the specific and peculiar requirements of those specialized components. The DDA is aware of this study effort. We believe that the decentralized graphics facilities provide the most efficient and effective service for Agency components.

Recommendation No. 27 (Page 125): That the Director of Logistics arrange adequate working space and conditions for the Graphics and Visual Aids Staff of P&PD.

Comment/Action: This Recommendation parallels Suggestions 11 and 12 recommending expanded space for contract teams. OL management has been aware of this unit's space needs in the Headquarters Building, and these requirements are prioritized within the Agency's 100,000 square foot short-fall. Additional space will be provided as soon as practicable.

Suggestion No. 34 (Page 126): We suggest that the D/L arrange for a private office to be assigned to the Chief. Supply and Services Staff

Comment/Action: The P&PD Building is undergoing a major renovation for new equipment and safety alterations. As soon as space disruptions from current renovations are stabilized, private office space will be identified and provided for the Chief, Services Staff.

Recommendation No. 28 (Page 127): That the D/L study the situation of P&PD supervisory personnel to determine whether a request to Position Management Control Division (PMCD) for raising these supervisory salary levels is in order.

Comment/Action: PMCD has recently reviewed all positions in P&PD, supervisors included. The supervisory positions were considered properly classified or were upgraded in some cases, and OL management concurred. The problem of GS careerists supervising highly paid Wage Board technicians is neither new nor unique to the Agency. With the exception of one relatively junior officer who reverted to Wage Board status, OL knows of only one other supervisor who has expressed concern over relative pay. This officer and

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other P&PD supervisors have been interviewed, all understand the situation, and they recognized that a request for another PMCD reanalysis so soon after completion of a thorough survey is not considered warranted.

Suggestion No. 35 (Page 128): We suggest that D/L arrange . . . some kind of computer management course for P&PD members down to the section supervisor level

Comment: Before the IG survey, OL management had already noted a necessity for a specialized, management-oriented computer course for all OL managers. This course has been designed by OL's Systems Analysis Branch (SAB) into a series of lectures by SAB personnel and guest ODP speakers and is now in progress. P&PD managers are active participants.

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SECTION IV. ADDENDA

A. GSA (Pages G-1 to G-12):

General:

In this section, the IG report identifies numerous problems with GSA maintenance of Headquarters facilities: but then, recognizing practical aspects of legislation, budgetary ceilings and supporting agency relationships, dispels many of them. The three Recommendations that did result from the Survey, however, reflect what was already noted as an IG/OL departure in concept, i.e., conclusions are drawn from employee or unnamed source perceptions which, in this instance, do not correlate with fact. While perception was recognized by the IG in personnel-related matters, it is not so highlighted here.

The IG report implies that OL management is relatively distant from GSA executive management. In fact, there has been close contact by exchanges of visits and telephone messages with both the Regional Administrator and the Regional Commissioner, Public Buildings Service (PBS). After the recent reassignment of both these officials, both replacements visited OL management within 4 weeks after appointment, and the close relationship is retained. As the IG Noted, GSA's internal bureaucracy, legislative constraints, recruiting problems, resource problems, etc., precluded GSA performance to the optimum level expected. OL believes, however, that in comparison with support to other agencies in the MWA, GSA's support to CIA is superior. OL management has attempted to guide the main thrust of GSA executive pressure toward those project/activities critical to the functioning of the Agency's intelligence mission.

Recommendation No. 29 (Page G-8): That the D/L bring to the attention of an appropriate officer of GSA reports of lack of cooperation and incompetence on the part of GSA personnel assigned to the Headquarters Building and, if appropriate, insist on their transfer.

Comment: In fact, prior to the IG Survey Report, D/L had already met with the Commissioner, PBS, to discuss the situation of the specific GSA employee referred to in the report. The Regional Commissioner agreed to place the employee on 90 days probation, to visit Headquarters and discuss the situation with the employee and the Building Manager, and to remove the employee instantly if further

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specific problems arose. While involved OL employees knew that D/L was going to the Regional Commissioner to discuss problems, they were not, for obvious reasons, advised of the probationary status. The GSA employee was subsequently reassigned by the end of the probationary period, although in connection with GSA internal movements vice further examples of unsatisfactory attitude. Also unknown to OL rank and file, since 1972 the Regional Commissioner, PBS, has informally cleared all Building Managers with OL prior to announcing their assignments or reassignments. For example, the Building Manager prior to the current GSA officer was accepted only on probationary status. It must be recognized that GSA has recruitment/quality problems; and grade levels, split authorities, and polygraph requirements at CIA do not attract GSA's few top people. There is a tacit understanding between D/L and GSA executives that any GSA employee considered detrimental to the Agency mission will be removed immediately.

Recommendation No. 30 (Page G-9): That the D/L require periodic accounting from LSD and RECD on the performance of GSA so that he can decide whether problems should be raised with senior GSA officials.

Comment: The D/L meets daily with the Chief, LSD, and weekly with the Chief, LSD; Chief, RECD, and key members of their divisions to discuss the maintenance and operation of facilities in the MWA. Daily and weekly reports are received from both divisions, plus a project status book is updated weekly on key items. C/LSD has been performing periodic inspections of the entire Headquarters complex accompanied by the Buildings Manager, with written follow-up required. HEB maintains statistics on GSA accomplishments against the Agency's automated preventive maintenance schedules. Cost and schedule data for all GSA Work Orders over a 2-year period were sent to the Regional Commissioner, PBS, prior to the IG report. OL believes it is already receiving more than adequate accountings and is fully knowledgeable of the strengths and weaknesses of GSA's performance. Reiterating the statement in the General Section, OL management concentrates GSA executive interest on critical functions because of recognition of GSA's real limitations to perform all functions to the level desired.

Suggestion No. 36 (Page G-9): We would suggest that the DCI urge restraint on the part of senior officials and

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their subordinates in making requests for services which are routine in nature but on which they expect immediate response.

Comment: LSD was established, in part, to separate Agency officers from GSA supporting personnel, thereby permitting internal, central control over relative priorities for necessary projects as well as screening of "nice-to-have" requests. There are clearly established channels within OL up to the D/L to resolve executive interest work requests and also clearly established procedures for resolution at the Deputy Director or even DCI level if necessary. This Suggestion is again considered representative of an employee perception problem, and D/L will reiterate OL policy and procedures to all affected personnel of LSD and RECD. OL management does not consider this a problem requiring DCI attention, but defers, of course, to executive guidance.

Recommendation No. 31 (Page G-10): That the D/L meet with GSA Administrator for Region 3, with a view to developing an agreement allowing OL greater flexibility in contracting for maintenance and repair of special use equipment and, in critical cases, equipment which is clearly GSA's responsibility under the SLUC arrangement.

Comment: OL already has an agreement with GSA, Region 3, executives that OL can unilaterally perform any maintenance, alteration, or construction project directly related to the Agency's operational mission. This agreement is based upon mutual recognition of a conflict between enabling legislation for both agencies. Exercise of this option is a judgmental decision based on case-by-case analyses; and OL, for example, has recently arranged for air conditioning modifications in an outlying building under this arrangement. With regard to OL performance of GSA responsibilities under SLUC (PL 92-313), not only would GSA exercise violent objection, it has been clearly established through OGC and O/Compt internally that this action is at very best of questionable legality. Further, the OMB Examiner carefully scrutinizes the OL budget each year to ensure that no Agency funding is included for projects properly included under GSA SLUC.

Suggestion No. 37 (Page G-11): We suggest that HEB make a priority effort to clean up (the Headquarters power plant generator area) and see that it is better maintained in the future.

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Comment/Action: The emergency generator area of the powerhouse is an area of dual responsibility and, on occasion, GSA has not performed adequate cleaning. At the time of the Survey, one generator was under major overhaul and the area was, of necessity, dirtier than usual. This area has been the subject of prior HEB/GSA correspondence; however, HEB has again focused attention on the area, and conditions are now considered more than satisfactory.

25X1 B. [] Destruction of Material (Pages D-1 to D-4):

Recommendation No. 32 (Page D-4): That the DDA investigate the destruction of materials by OL and revalidate this activity.

Comment/Action: Quoting from the IG Report, "The Major issue, however, remains as to whether such destruction of property is legal and proper" The question of legality of destruction of surplus/obsolete but sensitive material was previously posed to OGC, and an affirmative decision dated 27 April 1977 (Tab D) resulted. Currently, the Chief or Deputy Chief of the Supply Division approves destruction requests. In addition, we also require certification from the operating official of the component turning in the material that secure disposal is required because of security considerations. We believe that this covers the legal requirements as well as security considerations involved.

25X1 C. [] Problems in Procurement and Use of Automated Data Processing Equipment (Pages A-1 to A-9):

Suggestion No. 38 (Pages A-8 to A-9): We suggest that the Deputy Director of Central Intelligence: (a) appoint a qualified senior officer to study the problems of liaison between Automatic Data Processing (ADP) procurement functions in the Office of Logistics and the review functions of the Office of Data Processing (ODP), as well as ADP Procurement manpower shortages in these offices; (b) instruct OL and ODP to increase the number of qualified personnel assigned to ADP technical review and procurement activity; (c) review the number of already purchased ADP systems and minicomputer systems, as well as requests for new or replacement systems, to determine the need for and means of controlling the numbers of such systems in the Agency; (d) establish a formal program for training of Agency users in all aspects of ADP procurement requests, justifications, and regulatory problems involved in Agency requests for purchase of such systems; (e) establish clear management

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control for all major Agency ADP procurements, including sufficient qualified personnel to perform such duties.

Comment: Because this Suggestion is directed to the DDCL, because of the implication of numerous other Agency components in this issue, and because of the multiple issues raised, OL will not address this Suggestion in depth. It should be noted that OL management considers the problems as related to OL procurement of ADP to be significantly overstated. OL management has heard these problems before from an intelligent but self-admitted perfectionist manager responsible for this function, and does not concur with either the scope of problems cited or, in some instances, specific accuracies of statements made. It is suggested that perhaps an IG reexamination or a survey by the ADP element of the Audit Staff might be in order before the problem is pursued at the executive level suggested.

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25 September 1978

MEMORANDUM FOR: All ML Careerists

FROM: James H. McDonald
Director of Logistics

SUBJECT: Promotions During the Past Three
Fiscal Years

REFERENCE: LI 20-26 dtd 8 Aug 75, subject: Promotion
Within the Logistics Career Sub-Group

1. In the Inspector General's (IG's) report of the recent survey of the Office of Logistics (OL), the IG made the following comments on the panel system:

"Indeed, our inspectors received more complaints about the panel system . . . than about any other subjects covered in the hundreds of employee interviews held. The basic complaint involved perception; most OL employees who commented on the panel system expressed the view that panel findings are to a considerable extent ignored by OL management. We were told time and again by apparently sincere employees that OL management tinkers with panel rankings in order to promote favored employees. We are not convinced that the charges leveled against the panel system in practice - as opposed to the system in concept - are accurate. We are convinced, however, that a majority of the OL personnel complement feels that the system as practiced has been unfair. . . . We suggest, however, that the D/L review OL panel of rankings and promotion recommendations for the past three years, compare these to actual promotion lists, and publicize the statistical results of this review for the information of OL employees."

2. Needless to say, these negative perceptions of our promotion system came as a great disappointment to me considering the time and effort expended by the Deputy Director

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SUBJECT: Promotions During the Past Three Fiscal Years

of Logistics, the division and staff chiefs, and myself in communicating (both orally and in writing) the procedures and policies of our promotion system. We have explained the "system" at our Logistics conferences, RAP sessions, quarterly meetings, management seminars, and in Logistics Instructions. Yet it appears that many still do not comprehend it.

3. We have completed the review of panel rankings and promotion recommendations for the past three years, and I would like to share the findings with you. However, before doing so, it is necessary to again remind you of the promotion procedures spelled out in paragraph 3 of referent Logistics Instruction. It is important to note that panel rankings were but a first step in the promotion process, which includes subsequent input by division and staff chiefs and by the Logistics Career Service Board (LCSB). In order to provide the widest possible input to me in making my final decisions on promotions, it has been our policy that division chiefs could not be a member of the panels and that panel rankings would be advisory to the division chief concerned, to the LCSB, and to myself. The panel rankings and the division chiefs' comments on these rankings provide the basic data used by the LCSB in preparing a consolidated rank order listing that is forwarded to me (along with promotion headroom statistics) for my final decision on promotions.

4. You should also be aware that we have consistently asked the panels to rank more individuals for promotion than we could effect at any one exercise because the panels submitted functional rankings, i.e., supply, real estate, procurement, etc., which were melded by the LCSB into an overall OL ranking. Promotions were made from the overall list on the basis of functional and overall OL headroom. Since it could not be predetermined how many careerists in a particular functional area would rank higher on the melded list than careerists in other areas, the large number of recommendations ensured that the panels submitted an adequate number of recommendations to cover all of their careerists who could be on the final promotion list. This procedure accounts for the fact that only [redacted] who were recommended were promoted the first time they appeared on a panel ranking. The majority of those not promoted the first time around made it in subsequent exercises.

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SUBJECT: Promotions During the Past Three Fiscal Years

5. I believe that a more significant finding is the fact that [redacted] employees promoted during the three-year period were recommended by the panels. This is a significant figure because the career panels were advisory only. Of the remaining [redacted] percent) who were promoted without panel recommendation - but with LCSB recommendation - [redacted] percent) of these were present or former Logistics Officer Trainees (LOT's) or Career Trainees (CT's). The LOT's were placed initially under the cognizance of the LCSB and not a functional panel. Another factor which accounts for the [redacted] "not recommended by the panels" is the special responsibility that the LCSB has for the small number of employees who are generalists. These are the employees who have been assigned across functional lines, across subgroup or career service boundaries, and to staff positions to meet OL staffing requirements. These employees may not have ranked high in comparison with specialists in their functional area, but they are of no less value to the overall Office of Logistics.

6. I wish to assure you that OL management has not "tinkered with panel rankings in order to promote favored employees." It is true that all who were promoted were not recommended by the panels, but all were recommended either by the panels, the division chief, or the LCSB.

7. I believe our panel/board system has been a fair one, and I hope that the explanation of the promotions not recommended by the panels will correct the negative perceptions which the IG reported were held by a "majority of the OL personnel complement." In the future, panel and board recommendations will be inviolate in compliance with recently established Agency policy. The Logistics Instruction on the Logistics Career Board and Career Panels has been revised and distributed as LI 20-30, dated 7 September 1978.

[redacted]
James H. McDonald

~~Administrative~~ Internal Use Only

15 August 1978

Tab B

MEMORANDUM FOR: All Logistics Careerists

FROM: James H. McDonald
Director of Logistics

SUBJECT: Career Counseling

REFERENCE: Logistics Instruction 20-31 dtd 15 Aug 78

1. I was somewhat surprised and concerned to learn that a problem area noted in the recently completed IG inspection of OL concerns career counseling. In spite of the continued emphasis we have placed on career counseling, I have been advised there is a perception among many OL careerists that there is still something lacking in OL career counseling efforts. Hence, it is appropriate at this time to update and reissue the Logistics Instruction which outlined the formal career counseling program established in December 1974. I urge each employee to carefully review this notice (attached herewith). I would also like to remind all careerists of other actions management has taken, and continues to take, in the career counseling arena.

a. As you may know, considerable time and effort were put into the preparation of the training catalog specifically tailored for OL careerists, which was published in December 1977. This publication was a major effort to codify training, skill requirements, and career progression patterns for all professional and clerical Logistics employees. I urge all of you who feel that management has been lacking in our career counseling and career development efforts to completely familiarize yourself with the contents of this fine publication. You should seek the help of the OL Training Officer, your Branch Chief, and Panel members for assistance in interpreting this catalog in order to develop a training and assignment profile that is suitable to your abilities, potential, and ambition.

SUBJECT: Career Counseling

b. In February 1976, we issued to all division chiefs and panel members specific guidelines to be used in preparing their counseling sessions. This publication will also be reissued and distributed to all managers at the branch chief level and above, with a specific reminder from me regarding their responsibilities in career counseling. During the months of September and October 1978, the Deputy Director of Logistics will meet with all branch chiefs and panel members to discuss career counseling programs in OI.

c. We have instituted a program this past year to ensure that all GS-12 and above Logistics careerists who have supervisory responsibilities receive specific training that emphasizes their career counseling responsibilities. This subject is covered and emphasized in the Performance Evaluation Workshops that will continue to be scheduled throughout FY '79. In FY '78, approximately 40 of our supervisors have attended this course, which covers not only career counseling but preparation of LOI's, fitness reports, and the day-to-day, on-the-job counseling of their subordinates.

2. Finally, I would like to emphasize a basic point in regard to career counseling. As stated in the attached Logistics Instruction, effective counseling requires initiative on the part of each individual careerist if the program is to meet their needs. As detailed above, management can and has provided the mechanism and the incentive in motivating our managers to work with our careerists, but individuals must actively seek this help to make the career counseling program work.

[Redacted Signature Box]

James H. McDonald

STATINTL

Att

INSTRUCTION NO.
LI 20-31

LI 20-31
PERSONNEL
15 August 1978

SUBJECT : Career Counseling

RESCISSION: LI 20-24 dated 2 December 1974

1. The Office of Logistics (OL) has used a variety of means to encourage individuals to meet with representatives of the Personnel and Training Staff (P&TS), OL, as well as their supervisors and career service panels and board members to obtain counseling on career development plans. The "open-door" policy in the command structure is another mechanism that has been available to individuals seeking career counseling. The foregoing notwithstanding, it is felt that in order to better meet the Agency's and OL's personnel objectives, a more formalized counseling system is required.

2. The purpose of this instruction is to explain what career counseling entails and to outline how the OL career service structure is organized to provide individual career counseling.

a. Career counseling should be considered as an adjunct to the "on-the-job" counseling performed by an individual's first and second echelon supervisors. This "on-the-job" counseling includes the participation of the employee with the supervisor in the preparation of the letter of instruction (LOI). The LOI is the formalized document outlining in precise statements the nature and scope of the work to be performed. To the extent practicable, these statements will include annual performance objectives and action plans which specify the timing of results which the employee intends to accomplish. The LOI is intended to serve as the basic point of reference for a continuum of "on-the-job" counseling that takes place throughout the year culminating in the annual fitness report.

INSTRUCTION NO.
LI 20-31

LI 20-31
PERSONNEL
15 August 1978

b. The career counseling program is established to provide employees with a visible counseling source that employees can go to on their own initiative in order to seek job assistance and career guidance. Career counseling is designed to provide an employee with information about how management views his/her overall standing in relation to peers as well as current plans and prospects for career development and career progression. Counseling sessions can make a significant contribution to our goal of providing employees with opportunities and satisfactions commensurate with their individual skills and abilities. Counseling sessions will normally cover the following:

(1) They should give careerists the opportunity to amplify their reassignment questionnaires, making known their aspirations, how they view their own past performance, what they are doing to better equip themselves for advancement, and how they view their career development plans.

(2) A critique by the counselor of the careerist's statements of desires; a review of his/her total experience and performance as reflected in fitness reports, pointing out strengths as well as weaknesses, assignment gaps that need filling, recommended training, and a realistic appraisal of where the individual stands in the Logistics Career Subgroup. The counselor and the employee should decide together what the employee can or should do to remedy deficiencies in performance as well as steps to be taken to enhance strong points, the result of which is expected to produce the best available career development plan for the employee.

3. The OL career counseling structure is organized to provide each employee with a visible counseling service whether within or outside the chain of command. Any employee should feel free to select or approach any of the following counseling sources:

INSTRUCTION NO.
LI 20-31

LI 20-31
PERSONNEL
15 August 1978

a. Employees may select the Chairman or any member of their Panel or Board as a counselor.

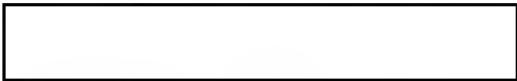
b. Employees may choose to select their Chief, Deputy Division Chief, or Staff Chief as a counselor.

c. Employees may select an officer within the Personnel and Training Staff as a counselor or may contact that staff for assistance in selecting an appropriate counselor.

SPECIAL NOTE: The OL Training Officer is an ML Careerist and is knowledgeable of the qualifications required to fill the jobs throughout the OL.

4. The OL Catalog of Courses, published in December 1977, includes detailed outlines for career development of all Logistics careerists. The section on development profiles sets forth entrance requirements, formal training courses (internal and external), on-the-job training, and job assignments, for each grade level (GS-7 through 15) as employees progress through their logistics career. There are separate profiles for Clerical/Secretaries, Logistics Officers (supply generalists and specialists), Printing & Photography managers, Real Property Officers, Architects and Engineers, and Procurement/Contracting Officers. Employees should familiarize themselves with these profiles as a part of their preparation for career counseling sessions, as these profiles provide a basic point of reference (for the employee and the manager) in tailoring individual training and job assignments.

5. In formalizing career counseling as outlined above, it is not our intent to dismantle our past policy that encourages individuals to seek their own counsel from any senior officer in OL because the "open-door" policy still pertains up to and including the Director of Logistics. It also is not our intent in adopting this program to circumvent or eliminate normal grievance procedures that are available to any employee through any of the Agency's regulatory channels.


James H. McDonald
Director of Logistics

STATINTL

23 August 1978

MEMORANDUM FOR: All Logistics Supervisors, Branch Level
and Above, and Members of the
Logistics Career Subgroup Panels

FROM:

[REDACTED]

STATINTL

Chairman, Logistics Career Service Board

SUBJECT: LI 20-32, Office of Logistics Counseling
Guidelines for Career Board and Panel
Members and Branch Level and Above
Supervisors

REFERENCES: (a) LI 20-31 dtd 15 Aug 78, subject:
Career Counseling

(b) Memo dtd 15 Aug 78 to All Logistics
Careerists fm D/L, subject:
Career Counseling

1. The attached Logistics Instruction (LI) supplements our recent update and reissuance of the LI on the career counseling program in the Office of Logistics.

2. We are specifically targeting the attached LI to Logistics managers whose actions and words have significant impact on the careers and morale of all Logistics employees. In so doing, I wish to emphasize your responsibilities in the very important area of assisting our employees to set reasonable career goals and provide them with the help and assurance that realistic goals do have a chance of success in their Logistics careers. It is not my intention to make all of our managers expert professional career counselors, but all of you should be aware of the basic techniques involved in career counseling.

3. To this end, the attached LI is intended for use as a guide in order to better prepare you for the basic counseling responsibilities you have as senior supervisors and/or panel members. It is important that we all use the

SUBJECT: LI 20-32, Office of Logistics Counseling
Guidelines for Career Board and Panel Members
and Branch Level and Above Supervisors

same basic approach and the same basic data in counseling sessions in order to avoid conflicting and perhaps, in some cases, contradictory advice being relayed to those employees who may seek counseling sessions with more than one supervisor or panel member.

4. Please study these guidelines very carefully! I am certain that there are many unanswered questions that will arise as you try to apply these counseling techniques. In order to assist you in your role as career counselors, I intend to have a series of seminars with each of you commencing in mid-September 1978. [redacted] and I will go through a detailed review of this notice, answer questions you may have, and provide additional information on the many changes now taking place in the Agency's career management programs.

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Att

INSTRUCTION NO.
LI 20-32

LI 20-32
PERSONNEL
23 August 1978

SUBJECT: Office of Logistics Counseling Guidelines for
Career Board and Panel Members and Branch
Level and Above Supervisors

LI 20-31 reaffirms a career counseling program in the Logistics Career Subgroup. This program focuses on counseling provided by counselors other than that provided on a day-to-day basis by the immediate supervisor. These guidelines are not intended to be a check sheet for counselors but are to assist them in preparing for counseling sessions and recommend points to be reviewed during such sessions.

1. The ideal situation would permit scheduling a counseling session in advance to permit a full review of the file, check on ranking of the employee, possible discussions with supervisors and managers on the value of the employee, and reviewing the employee's capabilities, liabilities, and career direction. There will be occasions when an employee is anxious and desirous of an immediate session with the counselor and, whenever possible, an employee should be provided with that opportunity. In such cases, a second or followup interview should be scheduled which would permit time for the counselor to do homework and to provide more accurate feedback to the employee.

2. If the employee requests that the counseling session or portions of it be held in strict confidence, the counselor should comply. The counselor should point out, however, that if positive results are expected from the session, the discussion should be documented and discussed with appropriate officials.

3. In preparing for an interview, the counselor should accumulate as much background on the employee as possible, either from his/her own panel notes or information that can be provided by the Personnel and Training Staff (P&TS). The counselor should consider the following:

INSTRUCTION NO.
LI 20-32

LI 20-32
PERSONNEL
23 August 1978

- a. A thorough review of the personnel file.
 - b. The career development and training profiles contained in the Office of Logistics (OL) training catalog.
 - c. A review of the past two ranking exercises to determine the employee's category and level within that category. If counselees desire information beyond the most recent two exercises, they should be referred to P&TS for in-depth counseling.
 - d. Determine from panel members whether there are any particular weaknesses or strengths which should be discussed with the employee.
 - e. Be familiar with how long the employee has been in grade, in present assignment, how long and where he/she has served overseas, and the proportion of time spent with OL or assigned outside OL.
 - f. Determine what efforts and the level of accomplishments the employee has made in the area of self-development. Assess the employee's capabilities and skills in relationship to this development.
 - g. Some effort should be made to assess the individual's performance in his/her present job even beyond that information provided by the most current fitness report. For example, you may wish to contact the employee's current supervisor.
4. While each counselor will develop and use his/her own style or approach, the following are some suggested counseling techniques or points to be covered:
- a. Encourage the employee to do most of the talking. In many cases, an employee is fully aware of his/her strength or weakness and permitting the employee to talk as much as possible may focus on the situation faster than any other means.

INSTRUCTION NO.
LI 20-32

LI 20-32
PERSONNEL
23 August 1978

b. Be candid and honest with the employee and, whenever possible, make reference to specific situations regarding the employee's performance. If you attempt to be general in your discussions and use global terms for fear of offending, the employee may leave the counseling session with no more information than when he/she came to it.

c. As an opening to the counseling sessions, you may choose to elaborate on the makeup of the Logistics panels, their members, their method of operation, and any standard or special criteria used in the ranking and promotion exercises. You may wish to provide the employee with a blank copy of the blue sheet (Form 3540) in which the employee would have the opportunity to make a self-assessment away from the office. If the employee desires the information about his/her ranking, it should be provided. It is suggested that, prior to giving ranking information, it would be well to describe the categories - one through five. Commencing October 1978, panels are required to list in rank order the top 15 percent and the bottom 15 percent; all others in a particular grade group will be ranked by category only and listed alphabetically within the category. Counselors may advise employees their overall ranking in percentile and/or their category.

NOTE: Special care should be used in explaining an increase or decrease in the number of categories used by various panels, changes made in descriptors, and the numbers of employees in each category.

5. One of the most effective approaches to counseling in career planning is pointing out to the employee that the ultimate goal of planning for career growth includes the individual assuming the primary responsibility for pursuing his/her own career development. With this in mind, a counselor may choose to talk to the employee in a "Management by Objective" approach:

INSTRUCTION NO.
LI 20-32

LI 20-32
PERSONNEL
23 August 1978

a. How does the employee view himself/herself and how does the Career Subgroup see the employee?


b. Assist the employee in defining personal goals. How long should the employee stay in the present assignment? What are the employee's values? What is the employee's relationship with coworkers, subordinates, supervisors, and the organization? How good are the employee's skills and knowledge? What is the employee's direction with the Logistics Subgroup or within the Agency?

c. Start the employee on the process of defining what he/she needs to do to achieve the short-range and the long-range career goals to be accomplished. Assist the employee in necessary actions or events that must take place toward these goals and establish priorities.

d. Assist the employee in identifying the barriers that exist within his/her present skills, present job, and personality in relationship to the organization. Suggest ways to overcome these barriers.

e. Facilitate the career planning process of the employee by reviewing the needs, desires, and interests of the employee and by reviewing them with the employee to the extent that the goals will be compatible with the needs of the Career Subgroup and the Agency.

6. Since each employee may talk to one or several counselors, it is essential that counseling information be available to managers and counselors. Therefore, unless strict confidence has been requested, the counselor should prepare a memorandum for the record and forward to P&TS, which will distribute the information as necessary or as requested by the counselor.


JAMES H. MCDONALD
Director of Logistics

STATINTL

SECRET

DD/H
77-8-102

OGC 77-2708
27 April 1977

MEMORANDUM FOR: Deputy Director for Administration

25X1A FROM :
Assistant General Counsel

SUBJECT : Disposition of Obsolete But Sensitive Materials

Tab D

1. Pursuant to the Inspector General's Survey of the Directorate of Administration, this Office has been asked for an opinion whether the DCI's responsibilities for protecting intelligence sources and methods covers the disposition of obsolete but sensitive materials.
2. It is our opinion that the DCI's responsibility to protect intelligence sources and methods does cover the disposition of obsolete but sensitive materials.
3. And, while there is some question of the Agency's or the Director's independent authority to destroy government property, the regulations promulgated by the Administrator of the General Services Administration provide the necessary delegation of authority to the Director for the disposal of this category of property.
4. The pertinent regulations are contained in Title 41 of the Code of Federal Regulations. Therein, at 41 CFR 101-43.312(d) an exception to the usual reporting requirement for excess personal property is made for property which is determined by competent authority to be classified for reasons of national security. And, at 41 CFR 101-45.504, provision is made for the destruction of property without public notice under certain conditions. Among these is destruction of property for reasons of security where a duly authorized official of an executive agency has made a written finding, which is approved by a reviewing authority, that such destruction is necessary or desirable in the best public interest. [41 CFR 101-45.504(a)(2)]

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removed

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5. Thus, in our opinion obsolete but sensitive materials in the possession of this Agency can be destroyed without the assistance or participation of the General Services Administration, so long as these materials are found to qualify for the treatment set out in the provisions cited above, and so long as those procedures are followed.

6. Consultation with the Procurement Division, Office of General Counsel, General Services Administration, indicates that Office shares the opinion expressed herein.



DDA Distribution:
Orig - DDA Subject
✓ - D/Logistics

25X1A

SECRET

INSPECTOR GENERAL

78-1656

13 September 1978

MEMORANDUM FOR: Director of Central Intelligence
VIA: Deputy Director of Central Intelligence
FROM: John H. Waller
Inspector General
SUBJECT: Inspector General's Survey, Office of
Logistics, Directorate of Administration

1. Action Requested:

None; for your information.

2. Background:

This memorandum forwards the Inspector General's Survey of the Office of Logistics. An Executive Summary is attached.

This Survey contains 32 recommendations which are summarized in Attachment 2. The Director of Logistics, whose comments are appended at the end of the report, has accepted the recommendations and has already initiated action on the majority of them.

[Redacted Signature]

John H. Waller

25X1A

Attachments: 3

- 1 - Executive Summary
- 2 - Recommendations
- 3 - OL Survey Report

cc: DDA w/atts
D/OL w/atts

[Redacted Box]

25X1

CONFIDENTIAL

OL 8 4278

8 OCT 1978

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence
Deputy Director for Administration

FROM: James H. McDonald
Director of Logistics

SUBJECT: Inspection Survey of the Office of
Logistics

REFERENCES: a. Memo dtd 19 Jul 78 to DDA fm IG,
same subj (IG 78-1362, OL 8-3430)

b. Memo dtd 14 Aug 78 to IG fm D/L,
same subj (OL 8 3840, DD/A 78-2859/1,
IG 78-1519)

c. Memo dtd 13 Sep 78 to DCI fm IG,
subject: Inspector General's Survey,
Office of Logistics, Directorate of
Administration (IG 78-1656, OL 8-4278)

1. Action Requested:

None; for your information - initial report on OL actions taken in response to IG recommendations concerning personnel management.

2. Background:

STATINTL The Office of Logistics received per reference a the initial draft of subject IG Survey on 20 July 1978. We met with [] on 1 August 1978 to review and discuss the substance of this draft.

These discussions resulted in [] agreement to modify the draft Survey Report (without the necessity for Logistics to provide a written statement of dissent) in the following areas:

OL 2-4538

Ref. b

STATINTL

SUBJECT: Inspection Survey of the Office of Logistics

(a) Correction of minor statistical data in figures cited in the draft.

(b) Redrafting certain sections on procedural matters which were misinterpreted.

(c) Deletion of one recommendation and modification of one other in which there was a basic disagreement on the background data that led to the recommendations.

Although we did not completely agree with all of the background data that led to many of the recommendations and suggestions in the personnel management area, since the IG's own statement that many of these complaints involved employee perception (and not readily supported by fact), we chose not to attach a written comment on these issues at the time we reviewed the draft. We preferred to accept these recommendations and suggestions for what they are, perceptions of the system, and take action accordingly. It is important to note that the IG stated the problem may be simply an educational/communications problem on many of these misperceptions. Moreover, the executive summary of the IG report, which was not reviewed by OL management in draft, appears to highlight problems which, when taken out of context from the main report, might be misinterpreted.

In recognition of the DCI and DDCI special interest in Agency-wide personnel management issues, we considered our response to these items of top priority. We are, therefore, attaching herewith a summary report commenting on issues raised by the IG and actions taken to date in response to their recommendations. Our report on actions taken on other recommendations will be the subject of a separate memorandum.


James H. McDonald

STATINTL

Att

Distribution:

Orig - Addressee

1 - DDCI

1 - ER

1 - IG

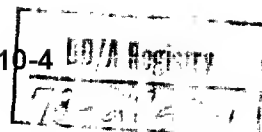
1 - DDA

1 - DD/L Official

1 - D/L Chrono

1 - DD/L Chrono

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4



14 AUG 1978

78-1362-1

MEMORANDUM FOR: Inspector General
VIA: Deputy Director for Administration
FROM: Director of Logistics
SUBJECT: Inspection Survey of the Office of Logistics
REFERENCE: Memo dtd 19 Jul 78 to DDA fm IG, same subj
(IG 78-1362)

1. We have reviewed the draft report of the recently completed Inspector General Survey of the Office of Logistics. We met with [redacted] on 1 August to discuss minor corrections of fact and substance. [redacted] agreed with our suggestions for certain changes and has so amended your draft. Since these changes have already been made, we have no additional comments.

2. We appreciate the time and effort the inspection team spent in their detailed review of this office. We have already initiated action on the majority of the recommendations and suggestions contained in the Survey and will submit our formal response on these actions within 60 days of receipt of the final report.

James H. McDonald
James H. McDonald

Att:
Ref

✓ cc: DDA

OL 8 3840

CONFIDENTIAL

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

INSPECTOR GENERAL

MEMORANDUM FOR: Deputy Director for Administration

FROM : John H. Waller
Inspector General

SUBJECT : Inspection Survey of the Office of Logistics

1. Forwarded herewith is a draft report of the recently-completed Office of Inspector General Survey of the Office of Logistics.

2. This report should be reviewed for accuracy and for substance. Please provide your comments by 11 August 1978. When your corrections and comments are received, we will incorporate them as appropriate into the final report to the DDCI. In case of disagreement, we will attach your comments to the report when it is forwarded to the DDCI.

3. Should any of your officers wish to discuss this report informally with the inspectors who conducted the Survey, they may contact [] []

25X1A

25X1

John H. Waller

Attachment: a/s

cc: Director, OL w/att.

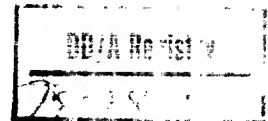
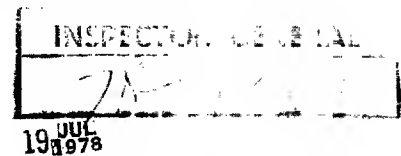
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Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4



MEMORANDUM FOR: Deputy Director for Administration

FROM : John H. Waller
Inspector General

SUBJECT : Inspection Survey of the Office of Logistics

DD/A Registry

File

1. Forwarded herewith is a draft report of the recently-completed Office of Inspector General Survey of the Office of Logistics.

2. This report should be reviewed for accuracy and for substance. Please provide your comments by 11 August 1978. When your corrections and comments are received, we will incorporate them as appropriate into the final report to the DDCI. In case of disagreement, we will attach your comments to the report when it is forwarded to the DDCI.

3. Should any of your officers wish to discuss this report informally with the inspectors who conducted the Survey, they may contact [redacted]

25X1A

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[redacted]

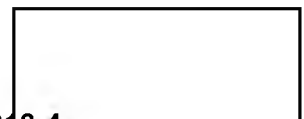
JOHN H. WALLER

25X1A

Attachment: a/s

cc: Director, OL w/att.

25X1



Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

CONFIDENTIAL

☐ UNCLASSIFIED

INTERNAL

☒ CONFIDENTIAL

☐ SECRET

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Inspector General's Survey of the
Office of Logistics - July 1978

FROM:

John H. Waller
Inspector General
6 E 08 Hqs. Bldg.

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment and specify to whom. Draw a line across column after comment.)

1. DDA

ROOM: 7 D 18 Hqs. Bldg.

7/20

60

2.

ADDA

26 JUL 1978

60

3.

DDA

60

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14.

15.

Note: D/OL has completed action.

ILLEGIB

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

FORM
3-62

610

USE PREVIOUS
EDITIONS

☐ SECRET

☒ CONFIDENTIAL

☐ INTERNAL
USE ONLY

☐ UNCLASSIFIED

SECRET

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

DD/A Registry
File 07-02-1

INSPECTOR GENERAL

JAN 4 1978

DD/A Registry
78-02-0

MEMORANDUM FOR: Acting Deputy Director for Administration

FROM : John H. Waller
Inspector General

SUBJECT : Inspection of the Office of Logistics

1. The Acting DDCI has given his approval for the Office of the Inspector General to conduct an inspection of the Office of Logistics in 1978. Accordingly, three Inspectors -- [redacted] -- have been appointed to conduct this inspection. This team is prepared to begin its work immediately.

25X1A

25X1A

2. Our primary concern in this inspection will be to insure that activities of the Office of Logistics are in compliance with existing laws and regulations. We will also be examining OL procurement and contracting procedures and will look into any special management problems or personnel grievances that may arise.

3. It would be appreciated if you would schedule a meeting with the inspection team at your convenience for a discussion of issues, including any you may wish included in the inspection, and so that the team may review its tentative plans and timetable with you. [redacted] the team captain, can be reached on Extensions [redacted]

25X1A
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25X1

[redacted]
John H. Waller

25X1A

[redacted]
25X1

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

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☐ UNCLASSIFIED ☐ INTERNAL ☐ CONFIDENTIAL ☒ SECRET

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Inspection of the Office of Logistics

FROM:

John H. Waller
Inspector General

EXTENSION

NO. 25X1

DATE 4 January 1978

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

ILLEGIB

1. EO / A/DDA

1/6/78

[Handwritten initials]

2. Mr. Fitzwater

1/6/78

[Handwritten initials]

3. ADDA

Has seen

4.

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15.

D/O L notified 1/6-78
Please send
a copy to [unclear]
[Handwritten signature]

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

3 OCT 1978

DD/A Registry

File OLM 2-1

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence
Deputy Director for Administration

FROM: James H. McDonald
Director of Logistics

SUBJECT: Inspection Survey of the Office of
Logistics

REFERENCES: a. Memo dtd 19 Jul 78 to DDA fm IG,
same subj (IG 78-1362, OL 8-3430)

b. Memo dtd 14 Aug 78 to IG fm D/L,
same subj (OL 8 3840, DD/A 78-2859/1,
IG 78-1519)

c. Memo dtd 13 Sep 78 to DCI fm IG,
subject: Inspector General's Survey,
Office of Logistics, Directorate of
Administration (IG 78-1656, OL 8-4278)

1. Action Requested:

None; for your information - initial report on OL actions taken in response to IG recommendations concerning personnel management.

2. Background:

The Office of Logistics received per reference a. the initial draft of subject IG Survey on 20 July 1978. We met with [] on 1 August 1978 to review and discuss the substance of this draft.

These discussions resulted in [] agreement to modify the draft Survey Report (without the necessity for Logistics to provide a written statement of dissent) in the following areas:

OL 8-4531

SUBJECT: Inspection Survey of the Office of Logistics

(a) Correction of minor statistical data in figures cited in the draft.

(b) Redrafting certain sections on procedural matters which were misinterpreted.

(c) Deletion of one recommendation and modification of one other in which there was a basic disagreement on the background data that led to the recommendations.

Although we did not completely agree with all of the background data that led to many of the recommendations and suggestions in the personnel management area, since the IG's own statement that many of these complaints involved employee perception (and not readily supported by fact), we chose not to attach a written comment on these issues at the time we reviewed the draft. We preferred to accept these recommendations and suggestions for what they are, perceptions of the system, and take action accordingly. It is important to note that the IG stated the problem may be simply an educational/communications problem on many of these misperceptions. Moreover, the executive summary of the IG report, which was not reviewed by OL management in draft, appears to highlight problems which, when taken out of context from the main report, might be misinterpreted.

In recognition of the DCI and DDCI special interest in Agency-wide personnel management issues, we considered our response to these items of top priority. We are, therefore, attaching herewith a summary report commenting on issues raised by the IG and actions taken to date in response to their recommendations. Our report on actions taken on other recommendations will be the subject of a separate memorandum.



James H. McDonald

Att

Distribution:

Orig - Addressee
1 - DDCI
1 - ER
1 - IG
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Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

October 1978

INITIAL REPORT ON RECOMMENDATIONS AND
SUGGESTIONS RELATING TO PERSONNEL
MANAGEMENT MATTERS IN THE OFFICE
OF LOGISTICS CONTAINED IN THE IG
SURVEY OF THE OFFICE OF LOGISTICS
DATED 13 SEPTEMBER 1978

1. The Executive Summary of the IG report (page 4) states that, although the inspectors were assured by Office of Logistics (OL) Personnel and Training Staff that most OL personnel see the panel system as fair and efficient, IG interviews failed to support this assertion and that OL employees feel the panel findings are ignored or tinkered with by management.

2. A simplistic, albeit in our opinion one with merit, response to this charge is, given an annual promotion rate of about 20 percent of our careerists, those who don't get promoted are bound to be disappointed in the "system." Hence, there is a population of some 80 percent who may be unhappy, and we suspect that the majority of these individuals prefer to rationalize their lack of promotion to shortcomings in the system rather than their own performance and the competition of their peers.

3. Nevertheless, the facts of the situation (as suspected by the IG inspectors) clearly dispute the charge that panel findings are "to a considerable extent ignored by OL management."

a. Historically, the OL career panel structure was established on a functional basis to serve in an advisory capacity to our division chiefs, the Logistics Career Service Board (LCSB), and the Director of Logistics (D/L). Panel membership consisted of mid-level officers (at least two grades higher than those being ranked), and senior line management was precluded from serving on the panels.

b. Senior line management input to the promotion system was effected by their comments on panel rankings during the promotion meetings of the LCSB,

which comprised the senior managers in OL (i.e., division and staff chiefs). The LCSB responsibility was to meld the recommendations of the five functional panels (making note of division chiefs' comments) and prepare the final rankings for the approval of the D/L.

c. As suggested in the IG report (page 21), we have prepared a statistical analysis of panel rankings and promotion actions over the past three years and published the results for all OL careerists information (Tab A attached). This analysis points out that, although the panels served only in an advisory capacity, [redacted] employees promoted during this three-year period were recommended by the panels; the remaining [redacted] percent) promotions were made as a result of the LCSB recommendations in its capacity as the senior board for promotions of Logistics careerists.

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d. We feel that Logistics management has made every reasonable effort to communicate and publicize the mechanics and procedures of our personnel management system. It is a major subject at our annual Logistics conference, at our bimonthly RAP sessions with junior employees, at our quarterly meetings with OL officers assigned outside the main Office of Logistics, at management seminars with our mid-level professionals, and the subject of numerous Logistics instructions and memoranda. That in spite of all of these efforts misconceptions continue to exist among our employees is indeed baffling. Nevertheless, we shall continue to expand our communications and instructions in these areas in an effort to overcome the perennial problem of making the horse drink after he has been led to water.

4. The IG Executive Summary also made reference to two recommendations concerning career counseling. Our actions on these items are as follows:

Recommendation 4: That the Director of Logistics reissue an updated version of Logistics Instruction LI 20-24 with an introductory acknowledgement of employee concern about lack of career counseling and that this LI be circulated once yearly to all OL personnel.

Action Completed: We have updated and reissued LI 20-24 (2 December 1974) as LI 20-31, dated 15 August 1978, with a covering memo from the Director of Logistics acknowledging employee concern about a perceived lack of career counseling. As you will note, the covering memo from the D/L reviews actions undertaken during the past two years to improve our career counseling program, all of which required considerable time and effort and are indicative of OL management's long-standing commitment to career counseling. These issuances are attached as Tab B.

Recommendation 5: That the Director of Logistics remind all supervisors of their career counseling responsibility and include in fitness reports, where applicable, appropriate comment on supervisor compliance with this important duty.

Action Completed: On 23 August 1978, we published LI 20-32, subject: OL Career Counseling Guidelines for Career Board and Panel Members and Branch Level and Above Supervisors. This instruction replaces previous guidelines of February 1976 and was issued with a covering memorandum emphasizing supervisors' counseling responsibilities and establishing dates for a series of seminars to be chaired by the Deputy Director of Logistics. These issuances are attached as Tab C.

5. There are six separate recommendations and two suggestions for increasing the numbers of positions in our procurement and industrial security functions (i.e., recommendations 2, 6, 7, 14, 17, 18). Logistics management has been cognizant of the need for more staffing, particularly in the procurement function, for several years. We have unsuccessfully requested increases in our

last three budget submittals; in the interim, we have permitted Procurement Division and Procurement Management Staff to operate overceiling by as many as five individuals for the past two years. It appears that we will be unsuccessful in obtaining new positions in the foreseeable future, as OL must remain at current ceiling in FY 79 and take a cut of 10 positions in FY 80. In the interim, we are taking small steps to reallocate manpower within existing ceiling and have been given permission by the DDA to go overceiling by five positions for our industrial security program (in addition to 15 overceiling already aboard for security aspects of our Agency courier functions). We have just recently augmented our Procurement Management Staff by reallocating a GS-15 from our Plans and Programs Staff. Although we see no easy or early solution to providing optimum staffing for our procurement and industrial security programs, we will make every possible effort through internal reprogramming to provide the minimal essential staffing.

6. In regards to the IG's suggestions on vacancy notices (pages 23-24) and training (page 26), our comments are as follows:

a. We intend to continue the practice of circulating vacancy notices for all our overseas positions ensuring that procedures used in distributing the notices are structured so that all Logistics careerists have an opportunity to respond. We will continue the policy of relying on the panels and Logistics Career Service Board to identify candidates for assignments to professional positions in OL. We shall emphasize that the panels and Board consider all individuals at a particular grade level in filling each professional position to ensure that the best qualified candidate is selected.

b. We shall continue to emphasize our internal and external training programs and again reiterate Logistics policy that only the D/L can turn down a job-related training request. We have budgeted \$75,000 for training in FY 1979 and requested \$80,000 in our FY 1980 Program Call in an effort to maintain the momentum and commitment to professional training for our Logistics careerists.

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Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

25 September 1978

MEMORANDUM FOR: All ML Careerists

FROM: James H. McDonald
Director of Logistics

SUBJECT: Promotions During the Past Three
Fiscal Years

REFERENCE: LI 20-26 dtd 8 Aug 75, subject: Promotion
Within the Logistics Career Sub-Group

1. In the Inspector General's (IG's) report of the recent survey of the Office of Logistics (OL), the IG made the following comments on the panel system:

"Indeed, our inspectors received more complaints about the panel system . . . than about any other subjects covered in the hundreds of employee interviews held. The basic complaint involved perception; most OL employees who commented on the panel system expressed the view that panel findings are to a considerable extent ignored by OL management. We were told time and again by apparently sincere employees that OL management tinkers with panel rankings in order to promote favored employees. We are not convinced that the charges leveled against the panel system in practice - as opposed to the system in concept - are accurate. We are convinced, however, that a majority of the OL personnel complement feels that the system as practiced has been unfair. . . . We suggest, however, that the D/L review OL panel of rankings and promotion recommendations for the past three years, compare these to actual promotion lists, and publicize the statistical results of this review for the information of OL employees."

2. Needless to say, these negative perceptions of our promotion system came as a great disappointment to me considering the time and effort expended by the Deputy Director

SUBJECT: Promotions During the Past Three Fiscal Years

of Logistics, the division and staff chiefs, and myself in communicating (both orally and in writing) the procedures and policies of our promotion system. We have explained the "system" at our Logistics conferences, RAP sessions, quarterly meetings, management seminars, and in Logistics Instructions. Yet it appears that many still do not comprehend it.

3. We have completed the review of panel rankings and promotion recommendations for the past three years, and I would like to share the findings with you. However, before doing so, it is necessary to again remind you of the promotion procedures spelled out in paragraph 3 of referent Logistics Instruction. It is important to note that panel rankings were but a first step in the promotion process, which includes subsequent input by division and staff chiefs and by the Logistics Career Service Board (LCSB). In order to provide the widest possible input to me in making my final decisions on promotions, it has been our policy that division chiefs could not be a member of the panels and that panel rankings would be advisory to the division chief concerned, to the LCSB, and to myself. The panel rankings and the division chiefs' comments on these rankings provide the basic data used by the LCSB in preparing a consolidated rank order listing that is forwarded to me (along with promotion headroom statistics) for my final decision on promotions.

4. You should also be aware that we have consistently asked the panels to rank more individuals for promotion than we could effect at any one exercise because the panels submitted functional rankings, i.e., supply, real estate, procurement, etc., which were melded by the LCSB into an overall OL ranking. Promotions were made from the overall list on the basis of functional and overall OL headroom. Since it could not be predetermined how many careerists in a particular functional area would rank higher on the melded list than careerists in other areas, the large number of recommendations ensured that the panels submitted an adequate number of recommendations to cover all of their careerists who could be on the final promotion list. This procedure accounts for the fact that only [redacted] who were recommended were promoted the first time they appeared on a panel ranking. The majority of those not promoted the first time around made it in subsequent exercises. STATINTL

SUBJECT: Promotions During the Past Three Fiscal Years

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5. I believe that a more significant finding is the fact that [] employees promoted during the three-year period were recommended by the panels. This is a significant figure because the career panels were advisory only. Of the remaining [] percent) who were promoted without panel recommendation - [] percent) of these were present or former Logistics Officer Trainees (LOT's) or Career Trainees (CT's). The LOT's were placed initially under the cognizance of the LCSB and not a functional panel. Another factor which accounts for the [] "not recommended by the panels" is the special responsibility that the LCSB has for the small number of employees who are generalists. These are the employees who have been assigned across functional lines, across subgroup or career service boundaries, and to staff positions to meet OL staffing requirements. These employees may not have ranked high in comparison with specialists in their functional area, but they are of no less value to the overall Office of Logistics.

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6. I wish to assure you that OL management has not "tinkered with panel rankings in order to promote favored employees." It is true that all who were promoted were not recommended by the panels, but all were recommended either by the panels, the division chief, or the LCSB.

7. I believe our panel/board system has been a fair one, and I hope that the explanation of the promotions not recommended by the panels will correct the negative perceptions which the IG reported were held by a "majority of the OL personnel complement." In the future, panel and board recommendations will be inviolate in compliance with recently established Agency policy. The Logistics Instruction on the Logistics Career Board and Career Panels has been revised and distributed as LI 20-30, dated 7 September 1978.

[]
James H. McDonald

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Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

15 August 1978

MEMORANDUM FOR: All Logistics Careerists

FROM: James H. McDonald
Director of Logistics

SUBJECT: Career Counseling

REFERENCE: Logistics Instruction 20-31 dtd 15 Aug 78

1. I was somewhat surprised and concerned to learn that a problem area noted in the recently completed IG inspection of OL concerns career counseling. In spite of the continued emphasis we have placed on career counseling, I have been advised there is a perception among many OL careerists that there is still something lacking in OL career counseling efforts. Hence, it is appropriate at this time to update and reissue the Logistics Instruction which outlined the formal career counseling program established in December 1974. I urge each employee to carefully review this notice (attached herewith). I would also like to remind all careerists of other actions management has taken, and continues to take, in the career counseling arena.

a. As you may know, considerable time and effort were put into the preparation of the training catalog specifically tailored for OL careerists, which was published in December 1977. This publication was a major effort to codify training, skill requirements, and career progression patterns for all professional and clerical Logistics employees. I urge all of you who feel that management has been lacking in our career counseling and career development efforts to completely familiarize yourself with the contents of this fine publication. You should seek the help of the OL Training Officer, your Branch Chief, and Panel members for assistance in interpreting this catalog in order to develop a training and assignment profile that is suitable to your abilities, potential, and ambition.

SUBJECT: Career Counseling

b. In February 1976, we issued to all division chiefs and panel members specific guidelines to be used in preparing their counseling sessions. This publication will also be reissued and distributed to all managers at the branch chief level and above, with a specific reminder from me regarding their responsibilities in career counseling. During the months of September and October 1978, the Deputy Director of Logistics will meet with all branch chiefs and panel members to discuss career counseling programs in OL.

c. We have instituted a program this past year to ensure that all GS-12 and above Logistics careerists who have supervisory responsibilities receive specific training that emphasizes their career counseling responsibilities. This subject is covered and emphasized in the Performance Evaluation Workshops that will continue to be scheduled throughout FY '79. In FY '78, approximately 40 of our supervisors have attended this course, which covers not only career counseling but preparation of LOI's, fitness reports, and the day-to-day, on-the-job counseling of their subordinates.

2. Finally, I would like to emphasize a basic point in regard to career counseling. As stated in the attached Logistics Instruction, effective counseling requires initiative on the part of each individual careerist if the program is to meet their needs. As detailed above, management can and has provided the mechanism and the incentive in motivating our managers to work with our careerists, but individuals must actively seek this help to make the career counseling program work.

[Redacted Signature Box]

James H. McDonald

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Att

INSTRUCTION NO.
LI 20-31

LI 20-31
PERSONNEL
15 August 1978

SUBJECT : Career Counseling

RESCISSION: LI 20-24 dated 2 December 1974

1. The Office of Logistics (OL) has used a variety of means to encourage individuals to meet with representatives of the Personnel and Training Staff (P&TS), OL, as well as their supervisors and career service panels and board members to obtain counseling on career development plans. The "open-door" policy in the command structure is another mechanism that has been available to individuals seeking career counseling. The foregoing notwithstanding, it is felt that in order to better meet the Agency's and OL's personnel objectives, a more formalized counseling system is required.

2. The purpose of this instruction is to explain what career counseling entails and to outline how the OL career service structure is organized to provide individual career counseling.

a. Career counseling should be considered as an adjunct to the "on-the-job" counseling performed by an individual's first and second echelon supervisors. This "on-the-job" counseling includes the participation of the employee with the supervisor in the preparation of the letter of instruction (LOI). The LOI is the formalized document outlining in precise statements the nature and scope of the work to be performed. To the extent practicable, these statements will include annual performance objectives and action plans which specify the timing of results which the employee intends to accomplish. The LOI is intended to serve as the basic point of reference for a continuum of "on-the-job" counseling that takes place throughout the year culminating in the annual fitness report.

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15 August 1978

b. The career counseling program is established to provide employees with a visible counseling source that employees can go to on their own initiative in order to seek job assistance and career guidance. Career counseling is designed to provide an employee with information about how management views his/her overall standing in relation to peers as well as current plans and prospects for career development and career progression. Counseling sessions can make a significant contribution to our goal of providing employees with opportunities and satisfactions commensurate with their individual skills and abilities. Counseling sessions will normally cover the following:

(1) They should give careerists the opportunity to amplify their reassignment questionnaires, making known their aspirations, how they view their own past performance, what they are doing to better equip themselves for advancement, and how they view their career development plans.

(2) A critique by the counselor of the careerist's statements of desires; a review of his/her total experience and performance as reflected in fitness reports, pointing out strengths as well as weaknesses, assignment gaps that need filling, recommended training, and a realistic appraisal of where the individual stands in the Logistics Career Subgroup. The counselor and the employee should decide together what the employee can or should do to remedy deficiencies in performance as well as steps to be taken to enhance strong points, the result of which is expected to produce the best available career development plan for the employee.

3. The OL career counseling structure is organized to provide each employee with a visible counseling service whether within or outside the chain of command. Any employee should feel free to select or approach any of the following counseling sources:

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LI 20-31
PERSONNEL
15 August 1978

a. Employees may select the Chairman or any member of their Panel or Board as a counselor.


b. Employees may choose to select their Chief, Deputy Division Chief, or Staff Chief as a counselor.

c. Employees may select an officer within the Personnel and Training Staff as a counselor or may contact that staff for assistance in selecting an appropriate counselor.

SPECIAL NOTE: The OL Training Officer is an ML Careerist and is knowledgeable of the qualifications required to fill the jobs throughout the OL.

4. The OL Catalog of Courses, published in December 1977, includes detailed outlines for career development of all Logistics careerists. The section on development profiles sets forth entrance requirements, formal training courses (internal and external), on-the-job training, and job assignments, for each grade level (GS-7 through 15) as employees progress through their logistics career. There are separate profiles for Clerical/Secretaries, Logistics Officers (supply generalists and specialists), Printing & Photography managers, Real Property Officers, Architects and Engineers, and Procurement/Contracting Officers. Employees should familiarize themselves with these profiles as a part of their preparation for career counseling sessions, as these profiles provide a basic point of reference (for the employee and the manager) in tailoring individual training and job assignments.

5. In formalizing career counseling as outlined above, it is not our intent to dismantle our past policy that encourages individuals to seek their own counsel from any senior officer in OL because the "open-door" policy still pertains up to and including the Director of Logistics. It also is not our intent in adopting this program to circumvent or eliminate normal grievance procedures that are available to any employee through any of the Agency's regulatory channels.


James H. McDonald
Director of Logistics

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Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

Approved For Release 2003/04/17 : CIA-RDP81-00142R000300070010-4

23 August 1978

MEMORANDUM FOR: All Logistics Supervisors, Branch Level
and Above, and Members of the
Logistics Career Subgroup Panels

STATINTL FROM:

Chairman, Logistics Career Service Board

SUBJECT: LI 20-32, Office of Logistics Counseling
Guidelines for Career Board and Panel
Members and Branch Level and Above
Supervisors

REFERENCES: (a) LI 20-31 dtd 15 Aug 78, subject:
Career Counseling
(b) Memo dtd 15 Aug 78 to All Logistics
Careerists fm D/L, subject:
Career Counseling

1. The attached Logistics Instruction (LI) supplements our recent update and reissuance of the LI on the career counseling program in the Office of Logistics.

2. We are specifically targeting the attached LI to Logistics managers whose actions and words have significant impact on the careers and morale of all Logistics employees. In so doing, I wish to emphasize your responsibilities in the very important area of assisting our employees to set reasonable career goals and provide them with the help and assurance that realistic goals do have a chance of success in their Logistics careers. It is not my intention to make all of our managers expert professional career counselors, but all of you should be aware of the basic techniques involved in career counseling.

3. To this end, the attached LI is intended for use as a guide in order to better prepare you for the basic counseling responsibilities you have as senior supervisors and/or panel members. It is important that we all use the

SUBJECT: LI 20-32, Office of Logistics Counseling
Guidelines for Career Board and Panel Members
and Branch Level and Above Supervisors

same basic approach and the same basic data in counseling sessions in order to avoid conflicting and perhaps, in some cases, contradictory advice being relayed to those employees who may seek counseling sessions with more than one supervisor or panel member.

4. Please study these guidelines very carefully! I am certain that there are many unanswered questions that will arise as you try to apply these counseling techniques. In order to assist you in your role as career counselors, I intend to have a series of seminars with each of you commencing in mid-September 1978. [redacted] and I will go through a detailed review of this notice, answer questions you may have, and provide additional information on the many changes now taking place in the Agency's career management programs.

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INSTRUCTION NO.
LI 20-32

LI 20-32
PERSONNEL
23 August 1978

SUBJECT: Office of Logistics Counseling Guidelines for
Career Board and Panel Members and Branch
Level and Above Supervisors

LI 20-31 reaffirms a career counseling program in the Logistics Career Subgroup. This program focuses on counseling provided by counselors other than that provided on a day-to-day basis by the immediate supervisor. These guidelines are not intended to be a check sheet for counselors but are to assist them in preparing for counseling sessions and recommend points to be reviewed during such sessions.

1. The ideal situation would permit scheduling a counseling session in advance to permit a full review of the file, check on ranking of the employee, possible discussions with supervisors and managers on the value of the employee, and reviewing the employee's capabilities, liabilities, and career direction. There will be occasions when an employee is anxious and desirous of an immediate session with the counselor and, whenever possible, an employee should be provided with that opportunity. In such cases, a second or followup interview should be scheduled which would permit time for the counselor to do homework and to provide more accurate feedback to the employee.
2. If the employee requests that the counseling session or portions of it be held in strict confidence, the counselor should comply. The counselor should point out, however, that if positive results are expected from the session, the discussion should be documented and discussed with appropriate officials.
3. In preparing for an interview, the counselor should accumulate as much background on the employee as possible, either from his/her own panel notes or information that can be provided by the Personnel and Training Staff (P&TS). The counselor should consider the following:

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23 August 1978

- a. A thorough review of the personnel file.
 - b. The career development and training profiles contained in the Office of Logistics (OL) training catalog.
 - c. A review of the past two ranking exercises to determine the employee's category and level within that category. If counselees desire information beyond the most recent two exercises, they should be referred to P&TS for in-depth counseling.
 - d. Determine from panel members whether there are any particular weaknesses or strengths which should be discussed with the employee.
 - e. Be familiar with how long the employee has been in grade, in present assignment, how long and where he/she has served overseas, and the proportion of time spent with OL or assigned outside OL.
 - f. Determine what efforts and the level of accomplishments the employee has made in the area of self-development. Assess the employee's capabilities and skills in relationship to this development.
 - g. Some effort should be made to assess the individual's performance in his/her present job even beyond that information provided by the most current fitness report. For example, you may wish to contact the employee's current supervisor.
4. While each counselor will develop and use his/her own style or approach, the following are some suggested counseling techniques or points to be covered:
- a. Encourage the employee to do most of the talking. In many cases, an employee is fully aware of his/her strength or weakness and permitting the employee to talk as much as possible may focus on the situation faster than any other means.

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23 August 1978

b. Be candid and honest with the employee and, whenever possible, make reference to specific situations regarding the employee's performance. If you attempt to be general in your discussions and use global terms for fear of offending, the employee may leave the counseling session with no more information than when he/she came to it.

c. As an opening to the counseling sessions, you may choose to elaborate on the makeup of the Logistics panels, their members, their method of operation, and any standard or special criteria used in the ranking and promotion exercises. You may wish to provide the employee with a blank copy of the blue sheet (Form 3540) in which the employee would have the opportunity to make a self-assessment away from the office. If the employee desires the information about his/her ranking, it should be provided. It is suggested that, prior to giving ranking information, it would be well to describe the categories - one through five. Commencing October 1978, panels are required to list in rank order the top 15 percent and the bottom 15 percent; all others in a particular grade group will be ranked by category only and listed alphabetically within the category. Counselors may advise employees their overall ranking in percentile and/or their category.

NOTE: Special care should be used in explaining an increase or decrease in the number of categories used by various panels, changes made in descriptors, and the numbers of employees in each category.

5. One of the most effective approaches to counseling in career planning is pointing out to the employee that the ultimate goal of planning for career growth includes the individual assuming the primary responsibility for pursuing his/her own career development. With this in mind, a counselor may choose to talk to the employee in a "Management by Objective" approach:

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a. How does the employee view himself/herself and how does the Career Subgroup see the employee?


b. Assist the employee in defining personal goals. How long should the employee stay in the present assignment? What are the employee's values? What is the employee's relationship with coworkers, subordinates, supervisors, and the organization? How good are the employee's skills and knowledge? What is the employee's direction with the Logistics Subgroup or within the Agency?

c. Start the employee on the process of defining what he/she needs to do to achieve the short-range and the long-range career goals to be accomplished. Assist the employee in necessary actions or events that must take place toward these goals and establish priorities.

d. Assist the employee in identifying the barriers that exist within his/her present skills, present job, and personality in relationship to the organization. Suggest ways to overcome these barriers.

e. Facilitate the career planning process of the employee by reviewing the needs, desires, and interests of the employee and by reviewing them with the employee to the extent that the goals will be compatible with the needs of the Career Subgroup and the Agency.

6. Since each employee may talk to one or several counselors, it is essential that counseling information be available to managers and counselors. Therefore, unless strict confidence has been requested, the counselor should prepare a memorandum for the record and forward to P&TS, which will distribute the information as necessary or as requested by the counselor.


JAMES H. MCDONALD
Director of Logistics

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